

EMBEDDED CORPORATE VALUES: CASE STUDY FIRSTBEAT TECHNOLOGIES OY

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<p>Abstract</p> <p>The shared values of a company are often explicated in the organization's mission and vision statements. However, these values are sometimes designed to promote the firm rather than being a result of a thorough self-examination of management's business philosophy and practices. But given proper effort, insight and reflection, values can guide the everyday operations of the company, leading to better performance and competitive advantages.</p> <p>The aim of this research project was to explore for the embedded values of a small Finnish company. The project was conducted using a mixed methods approach in which the Rokeach Value Survey and the results of an interview of a member of the management group of the case company were triangulated with the online marketing material of the case company to discover whether the identified corporate values are transferred to the customer interface. An additional objective was to raise awareness on the utilization possibilities of the embedded corporate values in increasing the competitive advantage in the marketplace, with the goal of generating discussion about the social and cultural aspects of the shared values that drive a company.</p> <p>A preliminary hypothesis of the study proposed that since the company is based in Finland, the corporate values would represent certain Finnish cultural characteristics; However, it was discovered that there is no strong evidence of Finnish values in the company. Instead, the values of the case company are youthful and adaptive to the current international trends in their field of business, while containing some features of Finnish cultural traditions. What is more, the values that were identified seem to have arisen from the various business practices of the company. The values are not currently explicated in the form of a values or mission statement, but there is a possibility that the case company could utilize the explored values to gain competitive market advantages.</p>		
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<p>Tiivistelmä</p> <p>Yrityksen arvoja tuodaan usein esille mission ja vision avulla. Yritysarvot, missiot ja visiot kuitenkin suunnitellaan usein yrityksen markkinoimiseksi asiakkaille sen sijaan, että ne olisivat yrityksen sisäisen itsetutkiskelun ja johtamistyön tulosta. Parhaimmillaan arvot voivat ohjata yrityksen jokapäiväistä toimintaa ja johtaa parempaan tulokseen sekä kilpailuetuun.</p> <p>Tutkimuksen tarkoituksena oli tutustua erään pienen suomalaisyrityksen piileviin arvoihin. Projektin toteutettiin mixed methods -tutkimusmetodin avulla. Lisäksi hyödynnettiin Rokeach Value Survey -kyselyä sekä johtoryhmän jäsenen haastattelua, jotta saataisiin selville, kuinka yrityksen arvot vaikuttavat sen toimintaan markkinoilla. Kyselyn sekä haastattelun tuloksia trianguloitiin yrityksen verkossa olevan markkinointimateriaalin kanssa tarkoituksena saada selville, välittyvätkö yritysarvot myös asiakasrajapintaan. Yhtenä työn päämääränä oli myös kasvattaa tietoisuutta piilevien yritysarvojen hyödyntämisestä kilpailuedun kasvattamiseksi markkinoilla. Lisäksi tarkoituksena oli herättää keskustelua yrityksen sisäisten, jaettujen arvojen sosiaalisista ja kulttuurisista näkökohdista.</p> <p>Tutkimuksen alustava hypoteesi oli, että yrityksen arvot heijastelevat suomalaisia kulttuurisia piirteitä, koska se sijaitsee Suomessa. Tutkimuksessa kuitenkin huomattiin, ettei vahvoja todisteita suomalaisista arvoista löytynyt yrityksestä. Sen sijaan yrityksen arvot olivat nuorekkaita ja mukailivat alansa ajankohtaisia kansainvälisiä trendejä sisältäen vain joitakin suomalaisia kulttuuripiirteitä. Lisäksi arvot näyttivät syntyneen yrityksen käytännön toiminnasta. Tutkimusentekohetkellä asiakasyrityksellä ei ollut listattuja yritysarvoja. Yritys voisi hyödyntää tutkimuksessa löydettyjä arvoja ja saada näin kilpailuetua.</p>		
Avainsanat (asiasanat) Kilpailu, kilpailuetu, kulttuuri, markkinointi, Rokeach Value Survey, tapaustutkimus, trendit, yksilölliset ja jaetut arvot, yritysarvot		
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1 VALUES ARE ESSENTIAL IN CORPORATE LIFE

Martti Puohiniemi (2003) highlights the importance of values in the operations of a company. According to him, values are principals that guide the everyday choices of the company. Puohiniemi sees values as tools of leadership, helping to get to better financial results. Representing ideals, values are never completely fulfilled and instead help to direct the operations.

The aim of this research project is to explore for the corporate values of a small Finnish company and to understand how these values might affect the company's interactions in the marketplace. An objective of this work is to generate discussion about the cultural and social aspects of corporate values. The authors also intend to increase the awareness of the usability of an organization's internally shared values in gaining competitive advantages in an international marketplace.

A mixed methods approach focused on a specific Finnish company, Firstbeat Technologies Oy based in Jyväskylä, Finland. The company develops and markets sports and well-being solutions to its customers operating domestically and internationally. The company's broad customer base ranges from individuals to professional sports organizations and includes wellness-oriented corporate customers.

The data for the research was collected in two phases: An individual values instrument developed by social psychologist Milton Rokeach was completed by employees of the company, the results of which informed a subsequent interview with a member of the management group who was also a founder of the company. A critical perspective is developed by triangulating the primary data analysis with a review and analysis of the company's marketing materials and perspectives gained from a review of the literature. The outcomes were then compared to earlier research that focused more specifically on Finnish values in order to discern the degree to which the company expresses empirically isolated cultural values shared by Finns. In the discussion section the role of national values in the international performance of Firstbeat Technologies Oy is explored.

2 FIRSTBEAT TECHNOLOGIES OY

Firstbeat Technologies Oy was established in 2002. The products and services that the company offers result from extensive research in the fields of physiology, mathematical modeling and behavioral sciences. Professor Heikki Rusko, one of the founding members of Firstbeat, has conducted research on the measurement of the overall condition of athletes from the 1990's onward. One research project at the University of Jyväskylä in 2000 concerned the utilization of sports technology in measuring stress and recovery in working life. This study revealed that measurements can be made both for sportspeople and those in working life with the help of heart beat variability based methods. Based on that particular research, Firstbeat has been developing the heart beat analysis technology for real-life measurements that do not require laboratory circumstances. (Firstbeat n.d.)

Firstbeat's Heartbeat analysis technology can be found embedded in advanced sports solutions produced by a number of leading consumer brands, such as Samsung, Garmin, Suunto and Bosch. These brands offer Analyzed by Firstbeat products. The heartbeat analysis technology is used by teams and individual athletes for the measurement of performance and recovery, testing and coaching. In addition, the company is focused on work well-being, offering services in occupational health and corporate wellness since 2004. Firstbeat software offers commercial service models for developing occupational well-being. The current target audiences of the company are both in professional and amateur fitness and in the corporate sector as well. (Firstbeat n.d.).

Having been established as a university start up, Firstbeat has become a fast growing multinational company, currently employing over twenty-five professionals from several fields of sciences. Through its network of partners Firstbeat technology has come within the reach of millions of potential end users. (Firstbeat n.d.)

The mission of Firstbeat is to provide meaningful physiological information that helps people to improve their overall well-being and performance. Firstbeat guides its customers towards better well-being and helps them to perform better by providing accurate data on their lifestyle and performance. The

provided data forms a basis for making changes to their daily habits and ways of exercising when targeting for example better stress management, improved recovery or more effective exercise. (Firstbeat n.d.)

3 THEORETICAL BASES

The main subjects of the report are culture and values, which are strongly linked to each other and explained in this chapter. In addition, Finland and Finnish values are studied by examining Finnish history and previous researches on Finnish culture and values.

3.1 Culture

Culture is a very complicated social construct and has been defined in many different ways. For example, the Oxford English Dictionary (Definition of culture in English 2013) defines culture as “the arts and other manifestations of human intellectual achievement”, and as the shared “ideas, customs, and social behavior of a particular people or society”. Even though art is an apparent part of culture, the latter definition is more convenient for this thesis, since it focuses on values that form a base for individuals’ ethics and that guide people’s ways of thinking and acting.

Behavior is one of the visible parts of a culture. According to Usunier and Lee (2013, 5) there are unwritten cultural rules that help people to feel that their “cultural norms are naturally right and that other different cultural norms are unnatural or strange”. People are learning their cultures and their norms throughout their lives from the surrounding society in which one has grown up. However, most of the learning happens very early in one’s life, since then a person is the most susceptible to learning and assimilating (Hofstede, Hofstede & Minkov 2010, 4). That is why one’s own culture and its ideas, rules and instructions feel natural and familiar, while others’ cultural norms might feel strange and even wrong (Hofstede 2001, 4). Hofstede (1984, 51) states, “Culture is the collective programming of the mind which distinguishes the members of one category of people from another”.

Who are ‘myself’, ‘us’ and ‘others’, who form a culture? For example, a town, a nation, or an ethnic or a regional group within or across borders can form a culture. There is no limit for how big or small a group must be to form a ‘cultural group’. It can be applied to any human collectivity or category, such

as an organization, a profession, a social cohort group such as a study group, or fans of Hip-Hop music, a family or an entire gender. (Hofstede 2001, 10.)

According to Hofstede (2001, 10) culture is to a human collectivity what personality is to an individual. Other definitions of culture include:

A culture is a configuration of learned behaviors and results of behavior whose component elements are shared and transmitted by the members of a particular society (Linton 1945, 32).

By culture we mean all those historically created designs for living, explicit and implicit, rational, irrational, and nonrational, which exist at any given time as potential guides for the behavior of men (Devinney, Pedersen & Tihanyi 2010, 215).

Culture... consists in those patterns relative to behavior and the products of human action which may be inherited, that is, passed on from generation to generation independently of the biological genes (Kalekin-Fishman 2004, 12).

Culture has been defined in a number of ways, but most simply, as the learned and shared behavior of a community of interacting human beings (Kosoko-Lasaki, Cook & O'Brian 2009, 117).

Figure 1 represents the multiple levels of culture according to Geert Hofstede. Symbols, heroes and rituals are the visible aspects of culture: but at the core lie our values. Values are “invisible before becoming evident in behavior”. They guide people’s practices. (Hofstede 2001, 9–10.)

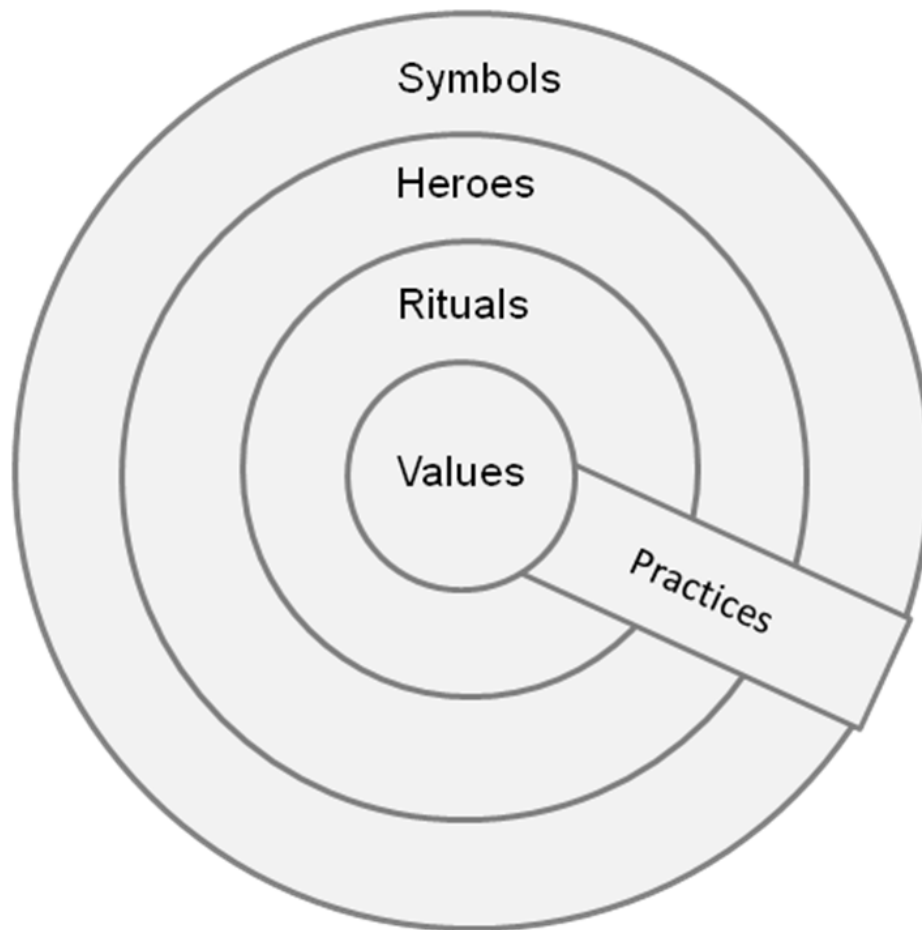


FIGURE 1. Hofstede's Onion Diagram: Levels of Culture (Wendland 2010)

A culture's symbols include its colors, figures, expressions, words, jargon, brands and flags, which have a special meaning that only those, who share the culture, recognize. They are clearly visible and rather superficial. They are easily changed and copied from one culture to another. Heroes can mean alive or dead people, or real or fictional creatures. What is in common for heroes is that they have characteristics and behaviors that represent ideals in a culture. Those components are aspired to by members of a culture. A culture's rituals include, example communal or religious ceremonies or ways of greeting, and they each have an important communal meaning. Altogether symbols, heroes and rituals are practices of a culture. A person from outside of a culture can notice these practices as such, but may not be able to interpret the cultural meaning of them. What informs and directs these practices are values. (Hofstede et al. 2010, 8–9; Puohiniemi 2003, 179–185.)

3.2 Values

Values are

important and lasting beliefs or ideals - - about what is good and desirable or undesirable. Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations. (Values 2013.)

Members of a culture share some common values, but each individual has his or her own unique values. They are learned within an environment, which includes a culture, a society and its institutions, all of which affect the formation of an individual's values (Rokeach 1979, 2). One learns one's own values without consciously thinking about them. Geert Hofstede (2001, 6) states that because they are programmed very early in one's life, values are irrational, even though they may seem to be very rational, and that in fact, one's values "determine the subjective definition of rationality". One's values can be simultaneously conflicting, though (op. cit. p. 6).

Based on the work of Williams' (1968, 1970), Milton Rokeach (1979, 16) has insisted that the core phenomenon of values is "the presence of criteria or standards of preferences". Persons continuously judge the world as good or bad, beautiful or ugly, pleasant or unpleasant and so on. According to Rokeach (op. cit. p. 16), "individuals do prefer some things to others; they do select one course of action rather than out of a range of possibilities; they do judge their own conduct and that of other persons". One's values determine these choices and judgments.

One's values can make life easier, since having a sense of one's values helps to clarify what one thinks is truly important and desirable, and thus it is easier to make decisions and try to achieve those priorities. On the other hand, it is easier to rationalize that something that is not valued should be avoided. For example, if one knows that one values family, it might be wise not to choose a job that requires working seventy hours a week because there would be not enough time for the family. (What Are Your Values? 1996–2013.)

According to Hofstede (2001, 15), "In studying 'values' we compare individuals; in studying 'culture' we compare societies". Even though a culture, for example that represents a nation, often has some values that are typical and common for those who share the culture, values are actually very

individual and deeply subjective. Researchers often talk about national values that most its members share, but it has to be remembered that there are individuals who do not share all of the national values. In addition, it should be remembered that because values are not visible and not very easy to clearly define, it is challenging to study values.

Other Meanings

The word 'value' has other meanings, as well. Oxford Dictionaries defines values, for example as: "the regard that something is held to deserve; the importance, worth, or usefulness of something: *your support is of great value*" or "the numerical amount denoted by an algebraic term; a magnitude, quantity, or number: *the mean value of x*" (Definition of value in English 2013). In the contexts of this present research, however, the word value is used to mean the beliefs or standards that affect people's attitudes and behaviors, helping to define their priorities.

Values in Business

Companies often define their company or corporate values besides their mission and vision. In theory the values for a company work the same as for an individual: they guide the company's actions. However, in reality a company's own ideas about its values might simply represent an uninformed set of ideas that appear in the form of a mission statement. Ray William (2010) refers to Edwin Giblin and Linda Amuso's study that concluded "values have to be internalized by employees in organizations to be real, and that rarely happens". Nevertheless, when defined thoughtfully and assimilated well, values can be great help for a company. At their best, a company's core values can help employees to make decisions and can also form a good marketing tool that will attract customers. (Cadogan 2013.)

Puohiniemi (2003) discusses routines while studying values in business. He states that routines are important when researching values because they are at the core of the knowhow of the business. Routines are an outcome of values processing and they do not develop by coincidence. Functional routines can be strengthened by rules and regulations that also prevent bad ways of working. (Op. cit. p. 3.)

Origin of the Word

The English word *value* originates from Old French of approximately the 14th century. The word derives from the word *valoir*, which means 'be worth'. Originally it is derived from the Latin word *valere* (meaning 'be strong', 'be well', 'be of value'). According to Douglas Harper (2001-2013) "the meaning 'social principle' is attested from 1918, supposedly borrowed from the language of painting". (Op. cit.)

3.3 Previous Research on Values

Throughout the history of humankind, many perspectives on values have been taken. Values are an essential part of humanity and thus they have been an interest of philosophers, scientists and sociologists for a long time; Plato in the Classical Greel era developed his view on human values. Plato argued that three ultimate, "objective" values exist. They are truth, good and beauty. Those values exist independently of humans' beliefs. Opposite views about values in Plato's time came from the so-called Sophists, who claimed that values are created through cultural agreements, or that values or truths are dependent of the perceptions of an individual. These were referred to as relativist views. (Dorbolo 2002.)

History of Values Research

Martti Puuhiniemi (2010a) has studied the history of empirical values research and divides the history into three major periods: individual values, the relationships of values and societal phenomena, and the third phase concentrating on the comparative cultural aspects of values, which is ongoing. (Op. cit.)

The first period of the history of the empirical values research started when the book by Eduard Spranger was published and translated into English. The book, "Lebensformen" (1921), described six ideal types of mankind: theoretical, economic, aesthetic, social, political and religious. From the basis of Spranger's ideas, the first values test was created by Vernon and Allport and was used in individual values research. The test was very limited: it

described the human nature in an overly positive light and it was only used in psychological appointments. (Puohiniemi 2010a.)

The second phase of values research began in the 1960's when several political phenomena brought values into social discussion. Milton Rokeach was one of the most known values scientists of that time. He created a universal value test, RVS (Rokeach Value Survey). The test was used all over the world in spite of its weaknesses; the test omitted some values that had been identified in societies. However, the test enabled the researchers to study large corpuses of data for the first time in the history of values research. (Puohiniemi 2010a.)

The Rokeach test signaled the era of cultural values research and Ronald Inglehart continued the progress by writing a book on his survey of material and post-material values. According to him, post-material values rule in the modern society. (Puohiniemi 2010a.)

Another scientist of the third period is Geert Hofstede, who conducted research about corporate values in different offices around the world in a multinational company. The research was cross-sectional and the results are nowadays often viewed as among the most significant in the field of values research. (Puohiniemi 2010a.)

Another pioneer in values research is Shalom Schwartz, who contributes leading values theory on the basis of his recent work (Puohiniemi 2010a). In one of his most known theories Schwartz differentiates seven cultural value orientations from three cultural value dimensions. The theory has been produced using data from 73 different countries. (Schwartz 2006, 137.)

Significant Researchers

In the following, a closer look to the most significant studies in the history of values research is taken. Some well-known theories are presented.

Milton Rokeach: RVS (Rokeach Values Survey)

Milton Rokeach's most well-known work is the Rokeach Values Survey (RVS). It is a tool that aims to help individuals to identify what the most fundamental and important values are in their lives. In the survey, a value is defined as a

belief that a certain kind of behavior is individually or socially more preferable than an opposite kind of behavior. The survey contains two types of values: instrumental and terminal. The latter are behaviors and behavioral attributes that are seen as desirable end states; the former are described as means that help to achieve those end states. (What is ROKEACH VALUE SURVEY (RVS)? n.d.)

The RVS has had a great influence on the way of thinking about the nature of values. In the early days of modern scientific studies, values were seen as philosophical concepts that defined a virtuous life. Allport, Vernon and Lindzey revised the concept in 1951 by linking values to everyday life and ordinary activities. The three scientists developed a typology for the categorization of a person's stable preferences for different kinds of behaviors. (Debats & Bartelds n.d. 47.)

More recently, the strict and inflexible view on stable values has been abandoned. A new construct is that each individual creates a personal, flexible values hierarchy from the basis of cultural elements available. Currently, values are perceived as flexible, changing, guiding principles in life that steer behavior. This shift in thinking on values is said to have been strongly influenced by Milton Rokeach and his work. (Debats & Bartelds n.d. 47–48.)

Geert Hofstede

Geert Hofstede is no doubt among the most well-known of social scientists and has impacted many fields of sciences: anthropology, psychology, business and so on. He has enjoyed a long career in research, studying social psychology. (Major Publications by Geert Hofstede n.d.)

Hofstede's main work started with a cross-sectional data collection inside the multinational IBM Company, and has extended through the years. At the time of the first data collection in the 1960s, the IBM data was the largest single sample ever collected in the field of social psychology. In the beginning, IBM was not willing to continue the research after the collection and Hofstede was forced to work elsewhere with the data. Hofstede was also too busy with his other work to continue working with the database. (Hofstede 2011.)

Hofstede took a sabbatical from IBM and concentrated on the data he had collected from all over the world (Hofstede 2011). From the basis of that data he created a model of cultural dimensions which he sees evidence for in many nations and regions.

Hofstede has several publications on the topic of cultural research. One of his main publications is the book “Culture’s Consequences” (1980, 2nd ed. 2001) in which he presents theory of cultural dimensions and their influences on people and organizations. The cultural dimensions are Power Distance, Uncertainty Avoidance, Individualism versus Collectivism, Masculinity versus Femininity and Long-term and Short-term Orientation. In addition to those, Hofstede discusses about culture and values and takes a look at intercultural encounters in different environments, offering also information on intercultural communication and cooperation as a ways to confronting the challenges. (Hofstede 2001.)

Later on, a sixth dimension was added: Indulgence versus Restraint that describes the readiness for following norms or “enjoying life”. This dimension, investigated by others besides Hofstede, is linked to happiness and the feeling of controlling life. (Röttgers 2010.)

Culture’s Consequences focuses more on values by examining the nature of culture; according to Hofstede, culture represents the collective programming of the mind. (Hofstede 2001.)

Shalom Schwartz

Shalom Schwartz is a professor of social psychology at the Hebrew University of Jerusalem who has focused much of his forty-year career on studying personal and cultural-level values. Schwartz has created a theory on the universal structure of human value systems and tested the theory in intercultural environments. (Hebrew U. Prof. Shalom Schwartz awarded 2007 Israel Prize in psychology 2007.)

According to Puohiniemi (2010b) the leading insight of Schwartz’s work is the idea that different values are interlinked, either complementing each other or conflicting. Puohiniemi differentiates two main theories from Schwartz’s work. The first one is about individual values that comprise a so-called values circle.

The other theory discusses about cultural values orientations that consist of seven values and their relationships with each other. (Puohiniemi 2010b.)

Basic Human Values Theory

Schwartz's theory of Basic Human Values distinguishes ten motivationally different value orientations that exist at some level in any culture and reveals the conflicts and congruence among those values. The theory describes values as goals that guide people's lives and behaviors. Schwartz recognizes three universal requirements of the human condition from which the value orientations arise. The requirements represent the needs of individuals as biological organisms, requisites of coordinated social interaction, and survival and welfare needs of groups. Schwartz aims to unify and organize the concepts of needs, motives and goals presented by earlier theories. (Schwartz n.d.a, 0–1.)

Schwartz aims to include all the core human values that can be found from cultures all over the world into his theory. The ten values are: Self-Direction, Stimulation, Hedonism, Achievement, Power, Security, Conformity, Tradition, Benevolence and Universalism. (Schwartz n.d.a, 1–3.)

The values and the relationships between them are presented in a circular form (see Figure 2). The structure of the circle is divided according to two orthogonal dimensions, Self-enhancement vs. Self-transcendence and Openness to Change vs. Conservation. The values are organized inside the circle by motivational similarities and dissimilarities. Evidence for the theory has been found among research in 67 nations. Schwartz claims in his theory that the values have an impact on attitudes and behavior, and each individual prioritize the ten values differently in his/her life. An individual's background variables, such as age and gender, influence on how the values are self-perceived. (Schwartz n.d.a, 3–4, 5.)

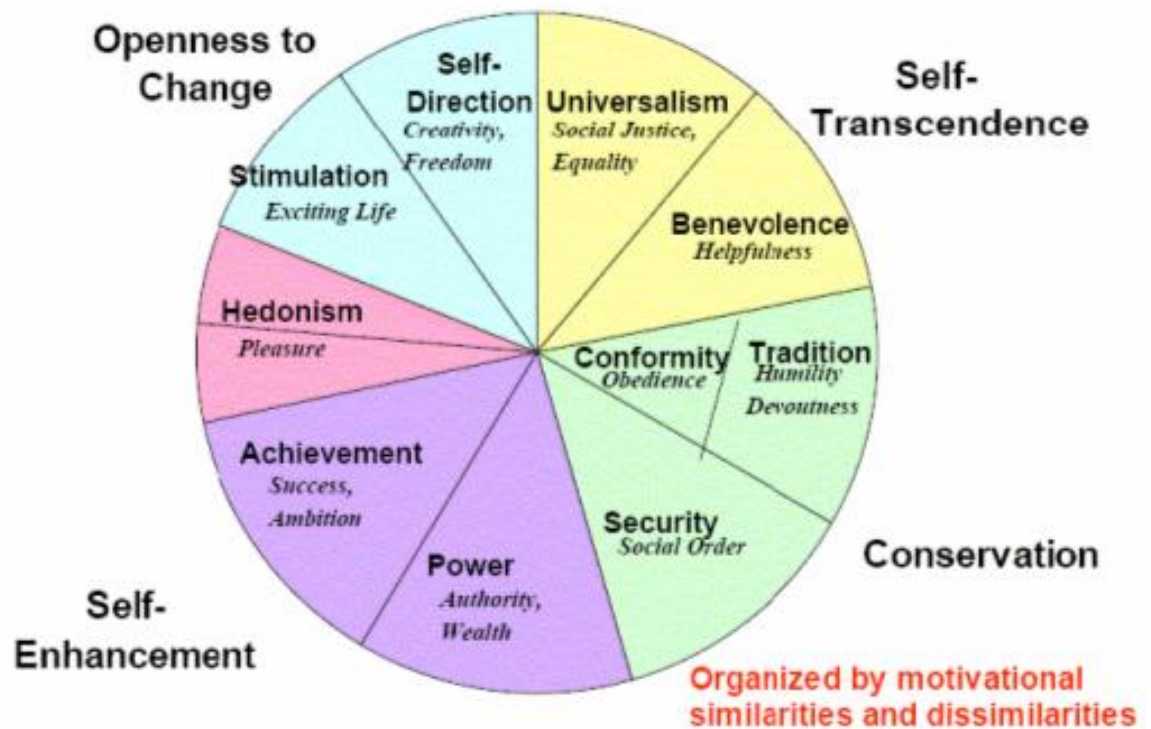


FIGURE 2. Basic Human Values (YourMorals n.d.)

Cultural Value Orientations Theory

In line with Hofstede, Schwartz claims that beliefs, practices, norms and values are manifestations of culture. However, contrary to Hofstede's view, Schwartz claims that culture is not inside the human mind but instead is found outside of individuals, pressuring them to live as parts of social systems. The social institutions of societies communicate the shared group expectations that underlie cultural values sets for the benefit of individuals. (Schwartz n.d.b, 4–5.)

Schwartz has developed the seven cultural value orientations from the basis of *a priori* theorizing about possible societal responses to key problems in societies. He names as one of the problems the nature of the relations and boundaries between the person and the group, which Schwartz describes as the dimension of autonomy vs. embeddedness. (Schwartz n.d.b, 7.)

The second societal problem is to ensure the responsible behaviors in the community that “preserves the social fabric” (Schwartz n.d.b, 7). The people help to ensure welfare in the society by working together for it. The dimension

that addresses this problem is egalitarianism vs. hierarchy. (Schwartz n.d.b, 7–8.)

The third overarching societal problem is to regulate the usage of resources, both human and natural. One of the cultural orientations in this aspect is harmony, which refers to the appreciation of the surrounding world, and not trying to change it. Mastery is the other end of this orientation and it means obtaining group or personal goals by influencing on the environment. (Schwartz n.d.b, 8.)

These overarching societal problems are central for the functioning of societies. The cultural orientations linked to the problems form a bipolar continuum along which every society can be compared to others. Usually no society is directly at one end of the continuum. However, the societies are usually clearly skewed towards one end, rejecting the other. (Schwartz n.d.b, 9.)

Schwartz highlights the fact that no country is a homogenous society. No single individual ranks exactly in the same placement than the society he belongs to individuals have their personal prioritizing of values, as mentioned above. Both individual and cultural-level values orientations can be investigated with the help of the Schwartz Value Survey. His principle research in this area was conducted in seventy countries, and his theory has emerged from the collected data. (Schwartz n.d.b, 11, 14.)

Schwartz has extended his theory further by locating the societies included in the survey in a cultural orientations typology according to their relative positions in the orientations indexes. The results produced eight transnational cultural groupings. Geographical proximity explains the similarities between nations but also other factors, such as history or language affect on the classifications. (Schwartz n.d.b, 19–20.)

Martti Puohiniemi

Martti Puohiniemi is a Finnish researcher and marketer who has collected information on values and attitudes in Finnish society (Nyman & Puohiniemi 2007, 1). One of his most significant works has been a longitudinal study on Finnish society concerning values and attitudes and the picture of the times.

The study is called A3 (Arvot, Asenteet ja Ajankuva) and the data was collected among 15- to 75-year old Finnish citizens with the help of an informed questionnaire during the years 1991–2001. (Puohiniemi 2002, 11.)

The aim of the A3-research was to determine the most important values for Finnish people and to study the possible changes in them over time. Another purpose of the research has been to investigate the “zeitgeist” of the Finnish society. In his book, Puohiniemi also estimates and forecasts the Finnish values in the future, in the year 2030. What makes the research especially significant is the fact that it began in the 1990's, which was a decade of several big changes and events in Finnish society: the Soviet Union collapsed and a hard economic depression created adversity in Finland. Also, positive changes developed when Finland became the front line player with Nokia in the new technology boom. Those events have offered an interesting background for research on values. (Puohiniemi 2002, 11.)

3.4 Culture Affecting Marketing

Kotler, Armstrong, Harris and Piercy (2013, 5) define marketing as “the process through which companies create value for customers and build strong customer relationships to capture value from customers in return”. For being able to do that, it is crucial to know who the customers are. It is good to study potential target customers in order to know what they value and how to create value for them. Culture plays an important role in international marketing. Because people and cultures are different, it is clear that one cannot market just one product to everybody in the same way. There are numerous factors that should be considered when marketing across cultures.

Marketing communicators try to communicate a promotional message to their target audience. A simple communication process starts with the sender encoding the message into some kind of a symbolic form – often words and sentences – after which the message is transmitted to a receiver who decodes the message (Blythe 2006, 2–3). It is not always easy to get a message through and understood in a way that the sender wants. The more different a sender and a receiver are from each other, the more difficult it is for them to understand a message in a same way.

An obvious part of communication is language. It is a major factor of a culture and important in marketing communications, since languages' structures have a deep impact on both peoples' communication styles and their world-views. Linguistic differences often cause intercultural communication misunderstandings. Even if a word or a sentence is literally translated into another language, it does not necessarily have the same meaning as in the original language. It might have some implicit meanings that are not known by marketers, and might have an unwanted reaction within a target audience. This could be the case if a sentence is put into a 'wrong' context. Context (who says, where says, when says) has a significant effect on how the message is understood. Among words, there are several elements that are parts of communication, such as a tone of voice, speed of speech and the interaction between a talker and a listener, not to forget the other non-verbal communication: expressions and gestures. (Usunier & Lee 2013, 68–69, 72–74.)

Marketing communication does not include only plain text or speech. It includes also visual elements, for example in television commercials and advertisements in magazines. Marketers should pay attention to culture in these cases, too. Some colors and symbols have important meanings in some societies, and a color or a symbol can have very differing meanings in different cultures. For example, grey is associated with inexpensive products in China and Japan, while in the United States it is associated with expensive and high quality products (Herbig 1998, 26).

Culture and Consumer Behavior

Hawkins, Mothersbaugh and Mookerjee (2010, 5) define consumer behavior:

The field of consumer behavior is the study of individuals, groups, or organizations and the process they use to select, secure, use, and dispose of product, services, experiences, or ideas to satisfy needs and the impacts that these processes have on the consumer and society.

In consumer behavior there are some universal factors, but there are also cultural variations that should be considered. Unusier and Lee (2013, 103) list four cultural points that influence consumer behavior:

- *hierarchy of needs, which shape demand across product categories;*
- *institution, which influence consumer behaviour, given that most consumption is rooted in social life, a large part of which is institutionalized;*
- *who makes decisions? and*
- *the impact of cultural mindsets.*

Marketing is basically a process of finding people's needs and fulfilling them (Keegan & Green 2008, 337). Maslow's famous Hierarchy of Needs is presented in Figure 3. According to Maslow all needs can be divided into five categories: Physiological, Safety, Social, External and Internal Esteem and Self-actualization. His theory proposes that first an individual fulfills the lowest level's needs (Physiological needs) before fulfilling needs on the next level. If one does not have food, water and safety, one hardly thinks about esteem needs or self-actualization. (Op. cit. p. 337–338.)

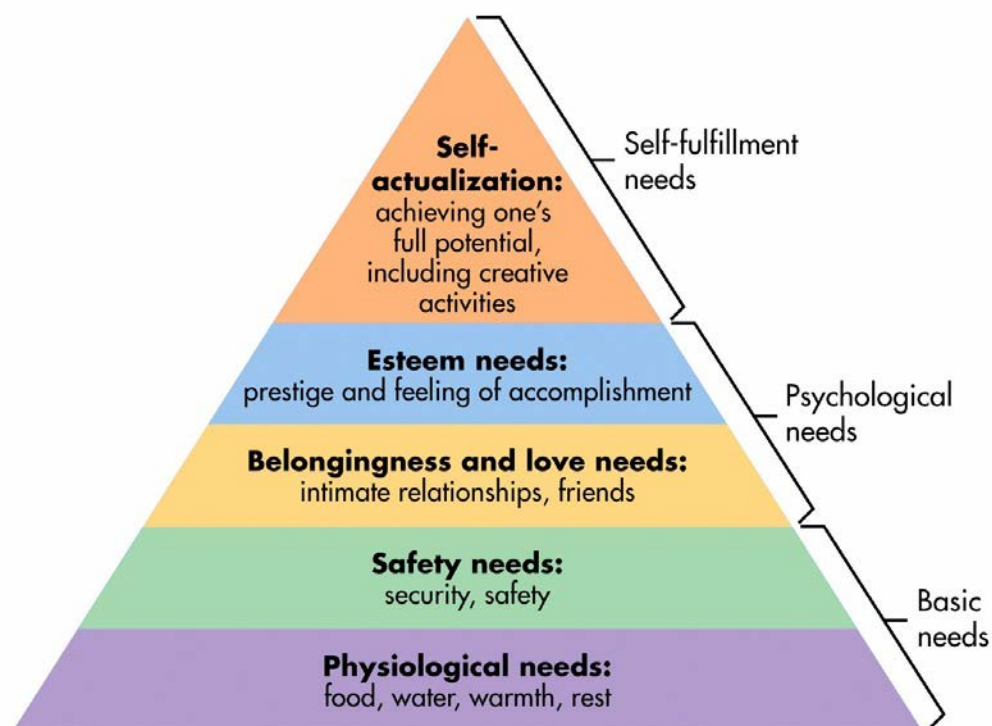


FIGURE 3. Maslow's Hierarchy of Needs (Lenrosen4 2011)

Usunier and Lee (2013, 104) agree that these needs are consistent everywhere, but they can be satisfied in different ways. They state that Maslow's theory does not apply in every culture; it is not always necessary to fulfill the basic need needs before satisfying needs at the upper levels. Most

typically needs are being satisfied in order from down to top, but not in every culture. For example Hindus try to achieve self-actualization, while trying to pursue the lower level's needs is discouraged. In some developing countries it is more important to satisfy one's social status and self-esteem than one's physiological needs. As mentioned previously, at the core of a culture is values. Values together with attitudes and beliefs guide people to act and to satisfy or not to satisfy certain needs. Traditionally religion also has an important role of creating society's beliefs, attitudes and values. (Op. cit. 2013, 104; Keegan & Green 2008, 112–113.)

Cultures have different kind of institutions, social conventions and strong habits and customs that affect consumer behavior. People's everyday life habits and holiday customs should be considered when marketing to a different culture. For example in Germany the shops' opening hours are restricted, especially on Sundays, and that is why a popular online shopping culture has developed there. (Usunier & Lee 2013, 104–105.)

It is traditionally thought that individuals make their own decisions, but the idea of social factors strongly affecting individuals' decision making is becoming more popular (Usunier & Lee 2013, 105). It depends on a culture, how much they affect. There are individualist cultures, where a family may comprise only the immediate family, and everyone is supposed to look after him- or herself, and when doing something wrong, the result is feeling guilty and losing self-respect. In collectivist societies people typically live with extended families and faithfully take care of each other, children learn to think in terms of 'we' instead of 'I', and when individuals do something wrong, they feel ashamed and the whole group loses their faces (Hofstede et al. 2010, 113). It is clear that in collectivist cultures social factors have more significant influence on making decisions, even though they have influence in individualist cultures as well (Usunier & Lee 2013, 106). In marketing these factors should be taken into account.

The last point on Usunier and Lee's list is the impact of cultural mindsets. As mentioned before, cultures have their own norms and ways of acting and thinking, which feel obvious, fluent and right. Usunier and Lee highlight the two most studied cultural mindsets: independent and interdependent. When

an independent self-construal is salient one thinks that his or her identity is separate and distinct, while with an interdependent self-construal being salient one thinks of his or her identity about belonging to a group and being connected to others. Independent self-construal is naturally more common in individualist cultures, and interdependent self-construal in collectivist cultures. However, a situation influences one's mindset, which enables people in collectivist cultures to see themselves as distinct rather than connected when a situation requires being independent, and vice versa. According to Usunier and Lee (2013, 107), it has been found that the salience of interdependent or independent self-construal affects many aspects of consumer behavior, such as:

Reasons for purchase, impulsive buying behaviour, references for consumptions symbols, associations embedded in persuasion appeals, the persuasion of approach and avoidance appeals, and emotional appeals. (Op. cit. p. 39, 107.)

3.5 The History of Finland

Almost every nation has been forming for hundreds of years. The process is very slow and probably never ends – people as individuals and as communities need to react to changes that happen all the time in the world. In the following, the history of Finland is reviewed in order to find some possible explanations for the current state of the country and its people.

First Settlements

The first signs of life in the area nowadays called Finland can be traced to 40 000 years ago. There are traces of Neanderthal man from that time, and after that, the next marks of human activity are found much later, from 8500 BCE when small hunter-gatherer communities appeared in the northern European world. It is not known what language those people spoke; one theory claims that they spoke a Uralic language preceding the Finnish language. If that is correct, then the Finnish language has prevailed in Finland for over 10 000 years. Another theory claims that Finnish has been spoken only for 1 500 years. (Meinander 2011, 1–2.)

The genetics of the modern Finns have formed as a result of immigration from many places, mostly from the south and west. The third era of immigration to Finland was around 2500–2000 BCE. Long after that, the Finnish and Nordic environment could maintain only a few tens of thousands of people due to the harsh climate and nature. At the beginning of the Common Era other parts of the world were very advanced in agriculture while Finland remained an area of fishing, hunting, stockbreeding, gathering and very primitive farming for several hundred years still. From 400 CE on there began to appear some permanent settlements. For several hundred years after that, Finland stayed unsettled politically and culturally. However, the forming of Finland had begun: by 1000 CE the Karelian culture had formed in the Eastern part of Finland. Other two groups living in the area of the Gulf of Finland were the Tavasts and the Finnish. (Meinander 2011, 4–6.)

The Middle Age

The following section describes the events in Finland from the twelfth century until the end of the 1300's. The missionary work, the Western Church and the consequences of the Kalmar Union are discussed.

Under the Power of the Swedish Crown

From the sixth century on, the missionary work began under the initiative of the Church of the Roman Empire. The process of Christianization was very slow. The missionary work became more organized from the twelfth century onward, when the Swedish Crown began to strengthen its power over Finland. The reasons for the missionary work were mainly political. The Swedish Crown took over the whole southern part of the Gulf of Finland by the end of the thirteenth century, converting the Orthodox population in the east. The missionary and military actions resulted in increasing awareness of Christianity and faith among the Finnish population and the demarcation between the Western and Eastern Churches. (Meinander 2011, 6–8.)

The Western Church

The Western Church has influenced strongly on the Finnish culture, shaping the sets of values and the worldview of the Finns until today. The Church brought several traditions and shared cultural values that are common for almost the whole Western Europe today. The cultural characteristics were

distributed with the help of standardized education in Latin and the sacraments for the priesthood offered by the schools and universities in Europe. However, the cold climate resulted in low production of agricultural goods that in turn has affected in differentiation of the culture and society from that in Southern Europe. (Meinander 2011, 9–11.)

Kalmar Union: Advantages for Finland

In 1397 Sweden, Norway and Denmark joined into a consortium called the Kalmar union. The aim was to form one of the biggest kingdoms of Europe, but the result was not as expected. Controlling this wide area was hard due to differing interests, plus the population density was low and the financial power was weak. Though the union was not beneficial for its founders, Finland enjoyed some advantages from it. Finland's economic value to Sweden increased during the fourteenth and fifteenth centuries and the central political characters developed more authority. From 1362 the representatives of the Finnish Estates were allowed to vote in the elections of the Swedish king. During the following hundreds of years, Finland got slowly more and more independence from the Swedish Crown. (Meinander 2011, 17–19.)

Finland in the New Age

The New age is here seen as a rather long time period, starting from the sixteenth century and lasting until the twentieth century. Events during this time were, among else, the creation of the written Finnish language, several major battles on Finnish lands, and the realization of Finnish independence.

Written Language

Nationalism started slowly rising in Europe from the sixteenth century on. At the same time, reformation began with thoughts of personal faith and studying and reflecting on the words of God. Those idealisms resulted in Finland in strengthening the position of the Finnish language. Religious literature was needed. Finland did not yet have its own written language and thus it had to be created. Mikael Agricola took on the challenge and translated the Bible into the Finnish language. Creating the nation's own language was a significant step in developing a national identity. (Nygård 1999.)

Battlefield

From the fourteenth to the nineteenth century Sweden and Russia battled for land and Finland was often a place of disagreements. The Eastern part of Finland, Karelia, had been under the power of Russia for a long time already, but the whole area of Finland as it was in the nineteenth century was moved under Russian power in 1809. Along with the change of the ruler, Finland got autonomy and its own senate, together with its own currency and an army unit in the Russian army. (Suomen historiaa 2005.)

Time of the Autonomy – The Grand Duchy of Finland

The time of the autonomy under the rule of Russia was very fruitful for Finland's culture. The promises of Alexander the 1st in the Porvoo legislative session in 1809 were a relief for the people: the Finnish nation could preserve the culture and the traditions that had developed in the past. In addition, the autonomy ensured a possibility to develop further as a nation (Suomen historia: autonomian synty 1809 2002). The Finns took all the advantage from the autonomy to develop their culture, economy and language, together with the political system. Until the beginning of the twentieth century the Russian ruling was dismissed by Nikolai the 2nd who and started political acts to make the country more Russian (Suomen historiaa 2005).

Independence 1917

The Finnish people started to act against Nikolai the 2nd's policies to "Russify" the people. The political situation within Russia became very unstable in the beginning of the twentieth century. Finland took advantage of the collapse of the Tsarist state and declared itself independent in 1917. After that Russia was seen as an enemy and Finnish culture began to shape itself more towards the western traditions. As well, the so-called "language battle" that had started already many years ago culminated when the country gained its independence. Swedish had been the ruling language in Finland for a long time; nevertheless the existing Finnish language prevailed, and several parties started activities towards making the Finnish the primary language of the country. (Nygård 1999.)

Civil War

After emancipation Finnish society dissolved into a civil war. In spite of the willingness to create a solid nation, there were many issues that divided the people. Before, the class system had categorized the people to the upper and lower classes and the differences still existed in the newborn country. The working class formed “the reds” and the merchants formed “the whites”. There were many reasons for the conflict to culminate into a war, and the events in Russia at the same time were one of them. It has been claimed that the Russian Bolsheviks provoked the Finnish workers to follow their example in the neighbor country. It has also been said that the poor conditions of the peasants and the factory workers made them want to fight for their rights against the richer citizens. The shortage of food due to the ongoing first World War made the situation even more difficult. Under those circumstances, the reds lit a red lantern to start a war against the whites in 1918. The whites, for their part, wanted to evict the provocative Russian military from the newly independent country and at some point the activities turned into a civil war. (Parkkari 2013; Rampanen 2011.)

Another view on the civil war lies in the events of the surrounding world at the time. Not only did it cause famine in Finland but also foreign troops arrived to participate in the events. The Russian presence was still strong in the country, having an influence on the proletarian part of the population. The German military came to help the whites, whose aims were in their own interests of liberating Finland completely from the ruling of Russia. With the help of the Germans, the victory of the whites was certain. (Meinander 2011, 128–131.)

Fear of the Superpower

The political situation remained very unstable in the 1920’s both in Finland and the whole of Europe. National borders had been completely revised after the First World War and new countries had been founded which made the European situation rather uncertain. In the newly born Republic of Finland, signs of division between the political parties, the former reds and whites, were clearly visible. Debates ensued about several subjects, such as the command of the defense forces and the position of the Swedish language. Another factor that aroused disorder in Finland and other countries as well was the fear of communism. These issues divided opinions and caused a

mass of new political parties in Finland, some of which used radical extra-parliamentary means to highlight their statements. One of these parties was the so-called Lapua Movement that, for example, kidnapped suspected communists and drove them to the Russian border as a warning. (Meinander 2011, 131–136.)

The Soviet Union was created in 1922 and Finland, along some other countries, had common borders with the Soviet superpower. The Soviet Union did not respect the peace terms of the First World War and proceeded to violate them with military activity in East Karelia. Finland then closed the borders to East, since the Soviet Union was seen as a threat. During the time between the two World Wars, Finland was in a critical situation holding an outpost of the West against the East. The country wanted to maintain its independence and secure it from the threat of the East. (Jutikkala & Pirinen 2003, 429–431.)

World War II: Fighting for Independence

In 1939, the European countries negotiated with the Soviet Union about military aid in the case of war. The USSR approached Finland as well, concerning military arrangements in the country. The Soviet Union was threatened by the possibility of a German attack through Finland. Finland rejected the proposals, and as a result, in 30 November 1939, the Soviet Union attacked Finland, thus starting what would become called the Winter War. The Finnish people made incredible efforts to defend their country and its independence, staying persistent against the superpower for longer than anyone would have believed. One of the reasons for that was the newly aroused national solidarity, the so-called “spirit of the winter war”. The Finnish troops showed fortitude and stubbornness in defending their country. (Jutikkala & Pirinen 2003, 429–444.)

The peace terms that resulted forced Finland to give some of its territory to the Soviet Union, the Karelia and Petsamo areas among others. In addition, Finland had to pay reparations in the amount of \$300 million. A commission was installed in Finland to supervise the observance of the treaty terms, with Russian Andrei Zhdanov as its head. Zhdanov, for his part, aroused negative attitudes towards the USSR among Finns. After the war, Finland effectively fell

under the influence of the Soviet Union. The country had to reject Marshall Plan aid from the United States that aimed to help recovering European nations with their economic recovery in order to maintain diplomatic ties with the USSR. Finland concluded a Treaty of Friendship, Cooperation and Mutual Assistance with the Soviet Union. The (forced) loyal relationships with the Soviet Union also affected Finnish politics: the Control Commission obliged the communist party to being the major group in the government. Fear of a communist takeover was present until the parliamentary elections in 1948 when the communist treaty was left a minority in the government. The following decades were politically very unstable and changing, both in Finland and the whole World. Regardless of the forced warm relationships with the Soviet Union, Finland strived to stay neutral by joining international organizations such as the European Free Trade Association, but with mixed success. Finland remained, especially as regards foreign affairs, under the Soviet Union's authority until its collapse in 1991. (Jutikkala & Pirinen 2003, 456–478.)

Finland and Global Cooperation

When the Soviet Union dissolved in 1991, Finland was finally free to officially decide independently on its issues. The country reached for the West and joined the European Union in 1994 and the European Monetary Union in 1998. New winds were blowing as well in the domestic politics when, for the first time ever, a woman, who even was Swedish-speaking, was running for the President until the final round. In the following Presidential elections after that, another woman was elected as the President of Finland for the first time in the country's history. (Jutikkala & Pirinen 2003, 478–480.)

During its existence as an independent nation, Finland has pursued an international political agenda despite of all the difficulties. The country has fostered a constructive attitude, maintained strict principles and, above all, taken care of the nation's economic interests. During the Soviet Union's time, the confrontation of the politics was between the western and eastern ideologies, capitalism and communism. The issue was resolved toward the western side, and Finland has developed to become one of the wealthiest postindustrial countries in the world, with the help of several international agreements. Currently in Finland a major political and public discussion

concerns the effects of globalization versus nationalism. Most of the people support the internationalization efforts, but there is a group that represents a nationalist, introverted attitude. (Paavonen 2010, 404–406.)

Lessons from the History: What is Finnishness?

The very first people to settle in the area that would come to be called Finland needed to be determined and tenacious in order to survive in the extreme climate. Those characteristics are still seen among the people.

In the Middle Age, the Western, Christian religion has strongly shaped the worldviews of the people. Religion has been a big part of the lives of the Finnish people until nowadays, and the nation's values are partly based on the Christian beliefs; for example, modesty, diligence and respect are still characteristics of many Finns.

Nature has had a strong influence throughout the whole history of Finland. It has fed the people and offered other crucial resources, while at the same time always setting strict limits to living. Appreciation towards nature it is still quite visible in Finnish society. The population of Finland has been sparse for a long time, and in northern Finland it still is. As a result, people tend not to be very talkative and they appreciate quietness as a form of respect to others. Probably as well, nature has also taught the value of quietness to the northern Finnish nation.

In politics, Finland has been during most of its existence under some other country's power. The country itself has never been a superpower; instead the nation sees itself as a small country that has to survive among the bigger and stronger nations around it. Due to that, the Finnish people often have a strong feeling of patriotism and independence, both in the individual and communal sectors of life.

However, global cohesion is one of the strongest motivators in the foreign policy of Finland: the nation sees itself as a Nordic and as a Western country, and makes decisions accordingly. Belonging to such unions is, as well, a way to protect the country from certain of the stronger nations.

3.6 Finnish Values

Even though everyone has individual values, it is typical for a society at the level of a nation to have values that most of society members share. These values that tend to be very common within a nation are called national values. In this chapter typical Finnish values are discussed. In addition, Finland's scores on Hofstede's national cultural dimensions are taken into consideration.

Finnish National Values

Finnish national values have been described in various ways by different authors, but there are some common values that are mentioned over and over again when talking about Finland and Finns: Honesty, *sisu* (perseverance) and self-reliance, risk averseness and stability, Equality, and modesty (Chaker 2011, 27–30, 131–132, 159–160, 241; Lewis 2004, 59–61; Lewis 2007, 331–333; Piispanen-Krabbe, Hovemyr & Saphiere 2005). In this section the most significant Finnish national values are discussed.

Honesty

Honesty is considered to be a typical Finnish value. The concept of truth varies from culture to culture, but according to Lewis (2004, 60) “Finnish truth is of the blue-eyed, uncompromising, law-abiding variety, where truth is truth (the scientific kind)”. For Finns there is only one truth and it does not depend on a situation or people. The truth is there, existing, was it told or not. If something else than the truth is told, it is considered lying.

Due to the honesty of Finns they are very law-abiding (Piispanen-Krabbe et al. 2005). A foreigner might be marveling the fact that Finns are waiting for a traffic light to turn green before they cross the road, even if there were no cars in sight. It is not just that Finns obey the Finnish law, but they like to have rules. And their rules, for example at a workplace, are meant to be obeyed. If it is not allowed to take pictures in a museum, Finns do not. If they find a lost mobile phone, they try to find its owner or leave it somewhere where the owner could come to ask for it.

Finnish honesty is also evident in the nation's level of corruption.

Transparency International listed countries' levels of corruption, and Finland shared the first place with Denmark and New Zealand (Corruption Perceptions Index 2012 2012). It means that those are the least corrupt countries in the world, corruption being almost non-existing in the Finnish public sector.

Finns' honesty could be one of the reasons for their directness. Finns tend to be very direct when communicating: they are rather frank and would like to get to the point without rambling on about subjects that do not matter, for example with business decisions (Lewis 2004, 62; Lewis 2007, 336). According to Lewis (2004, 57) Finns think that "Stating the truth, pleasant or not, is the best way to achieve a successful outcome". If there is bad news, they should be told; in that way improvement can happen. In a long run it does not help anybody if the bad news is being hidden.

Sometimes – especially in other cultures – Finns' honesty can be seen as bluntness (Piispanen-Krabbe et al. 2005). People, who are not used to Finnish frankness, might hurt their feelings, if something unpleasant is said.

Reliability

Finnish people are reliable; they do what they have promised to do (Lewis 2004, 61). This relates to a steady work ethic, since if a Finn is assigned to do a task, he or she will do it (op. cit. p. 61). This reliability could arise from honesty. Finns often make promises only when they are able to, and when they are planning to keep them. If they know that they are going to break a promise, they will most probably not make that promise. If they did, once again it would be seen as a lie.

Sisu

Sisu is something very Finnish that almost every Finn would call a Finnish value or a characteristic. There is not a direct translation for the word *sisu*. Even for Finns its meaning varies depending on the context and the person, but often it is translated to perseverance or guts (Chaker 2011, 160; Lewis 2004, 59). Lewis (2004, 59) writes that, "Sisu implies courage, toughness, stamina, stubbornness, single-mindedness, and tenacity -- the ability to endure hardship and adversity" while Chaker (2011, 160) defines *sisu* as follows:

A strong blend of courage and persistence; a sense of determination that is indifferent to the cost or consequences; a source of mental and spiritual strength that sometimes falls on the side of obstinacy; it is perseverance in action and a stoic and cool display of raw willpower.

Some famous Finns have defined *sisu*, as well. Jean Sibelius, the famous composer, defines *sisu* as “a metaphysical shot in the arm which makes someone do the impossible”. Paavo Nurmi, the famous long distance runner and the Olympic winner, says that *sisu* is “dispassionate patience and strong will that comes to people miraculously in times of stress”. (Chaker 2011, 160.)

Sisu is clearly visible in Finland’s history: Finland, as a small and not very powerful nation, has survived many wars in which all the odds have been against it. Under an enormous pressure, Finns did not give up. They did what was thought to be impossible.

Sisu has often been a great help to Finns, but there is a negative side in it, as well. Finns with *sisu* can be seen to be very stubborn in a negative way (Piispanen-Krabbe et al. 2005). It might be hard to change a Finn’s mind, if he or she has decided to do or not to do something.

One of the Finnish national values that is connected to *sisu* is self-reliance, which according to Piispanen-Krabbe et al. (2005) means “aiming to solve problems on one’s own and neither asking for nor accepting help”. *Sisu* makes it possible for one to do this. Most Finns are hardworking and think that they do not need help or that asking help shows weakness. By studying old Finnish narratives it has been found that they often teach that a man had to work hard to feed his family and to earn his status in the society, but still to stay humble and modest (Moilanen 2008, 167). *Sisu*, self-reliance and hard work were created in Finland’s history. Those were vital characteristics for surviving.

Equality

The historical narratives advised to maintain one’s position in the society and not to climb higher on it and improve one’s status, since it was seen as villainous (Moilanen 2008, 168). In the past Finland had strong social classes, but nowadays Finns are rather equal and hierarchy is very low. Finnish organizations have a flatter structure than in many other countries. They do

have managers and subordinates, but there is no big gap between them. Managers are usually approachable and employees do not have to be peculiarly formal with them. Finns also call each other by first names. At workplaces and schools one rarely hears managers or lecturers being called sir or madam or mister.

Equality in Finland applies also to genders. In Finland women got the vote already in 1906, and so Finland was the first country in the World to have the general and equal right to vote in elections and to run in the parliamentary election (Korppi-Tommola 2009; Suomen naiset saivat äänioikeuden 100 vuotta sitten 2006). Equality matters are ruled in the Constitution of Finland and in the Equality Act (Sosiaali- ja Terveysministeriö 2013). There are still minor inequalities for example in working life: Finnish females receive slightly smaller salaries than do Finnish males. In 2012 men's monthly average salary was 3 840 euros, while women's was 2 994 euros and men's median was 3 026 euros, while for women it was 2 674 euros (Yksityisen sektorin kuukausipalkkaisten säännöllisen työajan ansio oli 3 428 euroa lokakuussa 2012 2013). However, in general genders are rather equal. There are the same rights and opportunities for both men and women in Finland. It has been seen that a woman can become for example a president of Finland.

Other typical Finnish values

There are a lot more values that are considered to be very Finnish. Other Finnish values and characteristics that Lewis (2004, 54) has found include modesty and shyness, hatred of debt, concealment of feelings, desire for solitude, no loss of face, uneasiness with foreigners, sense of capability, introversion, common sense, sense of separateness, distrust of verbosity, taciturnity and realism.

Hofstede's National Cultural Dimensions

In this section Finland is examined based on Hofstede's schema of national dimensions of culture (Hofstede et al. 2010, 31):

- Power Distance (PDI)
- Individualism versus Collectivism (IDV)
- Masculinity versus Femininity (MAS)
- Uncertainty Avoidance (UAI)

- Long Term Orientation (LTO)

Finland's scores on Hofstede's rankings do not tell anything; they have to be compared to other nations' scores since the scores are relative (National Cultural Dimensions n.d.). Figure 4 shows the dimensions compared to the United States and China.

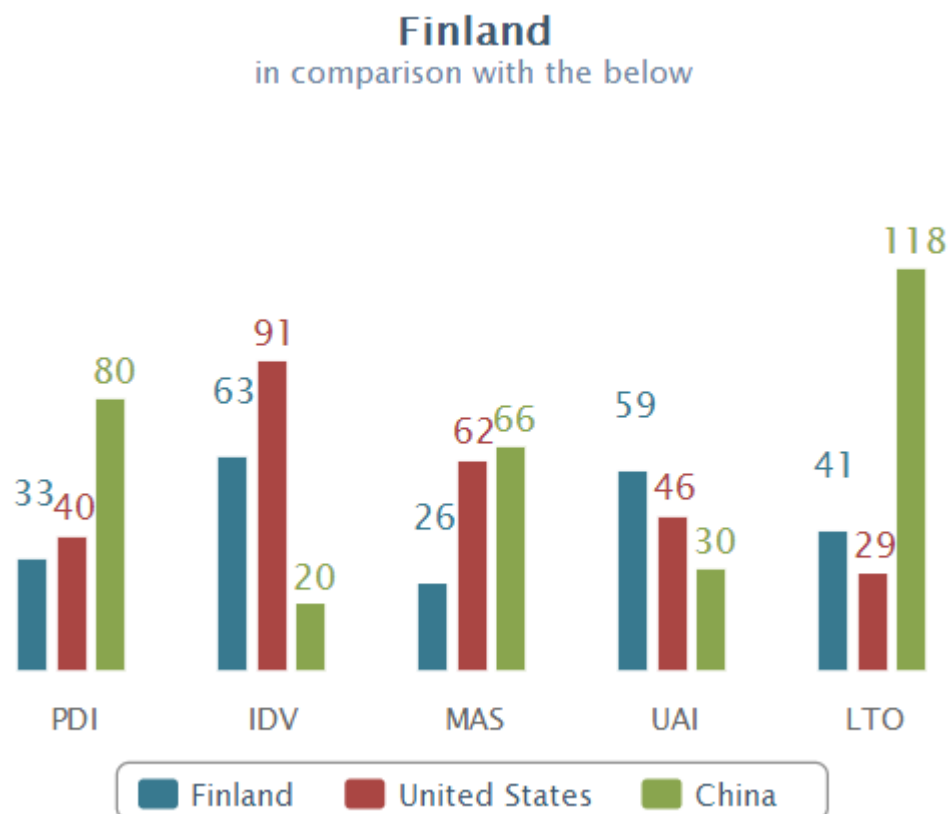


FIGURE 4. National Cultural Dimensions of Finland, United States and China (What about Finland? n.d.)

Power Distance (PDI)

Power distance is defined as “the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally”. Finland has a low score on this dimension, which means that Finns are independent and have equal rights as described already before. The dimensions concentrate on organizations, so the low hierarchy is highlighted: employees' voices are being heard, and they are an important

part of a team just like managers. Attitude between superiors and employees is informal. (What about Finland? n.d.)

In Figure 4 China scores much higher on the dimension. It means that in China hierarchy is more important: superiors and elderly people are respected by being formal toward them.

Individualism versus Collectivism (IDV)

This dimension describes “the degree of interdependence a society maintains among its members”. It gives individuals an idea about whether people in their society think of themselves more as “I” or as part of a greater “we”. A Finn typically thinks “I”, because Finland is an individualistic society. Finnish individuals are expected to take care of only themselves and immediate family. China has very low score on this dimension, and in China one’s family and the surrounding society have a more important role in life than in Finland, and a group’s members take care of each other. In Finland it is more up to one to look after oneself. There it is possible to manage without a family’s help, because of the Social Insurance Institution, which pays financial support such as unemployment benefit and pension. (What about Finland? n.d.; What about China? n.d.)

Masculinity versus Femininity (MAS)

With a score of 26 Finland is seen as a feminine society. Typical values according to Hofstede for a feminine society are caring for others and quality of life, the latter being a sign of success, whereas a masculine society is driven by competition and success is thus about winning and being the best. In Finland femininity is seen as focusing on well-being: managers are trying to achieve consensus and conflicts are resolved by negotiations. Free time and flexibility in work are appreciated. Equality is strongly linked to feminine societies. (What about Finland? n.d.)

Uncertainty Avoidance (UAI)

The score on this dimension reflects “the extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these”. One cannot know what will happen in the future, but there are different ways how people view it and react to it. Some will try to control it somehow and some will just let it happen.

Finland has a medium-high preference for avoiding uncertainty with its score of 59. According to Piispanen-Krabbe et al. (2005) one of the core Finnish values is risk averseness. There is an emotional need for rules in countries that have a high uncertainty avoidance score. People there believe that time is money and have an inner urge to be busy and work hard. These elements are recognizable in Finnish culture: Finns are hardworking and they love rules. (What about Finland? n.d.)

Long-term versus short-term orientation (LTO)

The long-term orientation dimension deals with a society's search for virtue. The dimension expresses "the extent to which a society shows a pragmatic future-oriented perspective rather than a conventional historical short-term point of view". Finland scored 45, which means that its culture is short-term oriented. Generally short-term oriented cultures are impatient and would like to achieve fast results. Short-term oriented people have a relatively small propensity to save. There is often a high social pressure to be or own something that others, for example neighbors, are or have and to be as good as them. In addition, in cultures like these, people respect traditions and think normatively. In long-term oriented cultures it is believed that truth depends on a situation, context and time. In short-term oriented cultures and in Finland the truth does not depend on the aforementioned factors. (What about Finland? n.d.; Dimensions n.d.)

3.7 Modernity Fractures Traditions?

The talk about change seems to be always present in today's social discourse. Looking at the history of mankind, change is the only thing permanent in the world. On the level of an individual, the changes may not seem that obvious – however, change is sometimes seen as a threat and taken in a negative view. Here, the current state of the Finnish social discourse is examined in order to discovering the aspects of life that people see changing in Finnish society. Discussion about traditions versus modernity also links closely to the discussion of values.

According to Kari Lähdesmäki (2012) Finland is about to confront great cultural changes in the near future. He claims that the values of the Finnish

people will be the first to change. As can be seen in the history of Finland, the Christian religion has been a remarkable phenomenon that has helped to form the culture and constituted the foundation of many of the Finnish values (Lähdesmäki 2012). Yle (2012) mentions that according to the research center of the Lutheran church, only 15% of the Finnish people between the ages of 15 to 24 believe in God. In addition, in the 21st century, resigning from the church has become more common than ever before (Op. cit.).

Appreciation of family and home, and the institution of marriage have been traditionally rather high among the Finnish people. From the 1970's onward, the meaning of marriages has decreased and divorces have become more common. Many do not even get married for fear of the prospects for divorce. (Lähdesmäki 2012.)

For a long time, the Finnish have considered themselves as “hardworking”. For the younger generations that is not self-evident. Free time is more highly valued than working. The economic fluctuations might have affected on the change in thinking about work. The school system plays a significant role in the transition to working life among the young people. However, the system divides the young between those who succeed and the socially excluded. Around 30 percent of the young people in Finland become marginalized and drop out of the school or working life. When thinking about the future of the Finnish society, this is a rather alarming phenomenon. (Lähdesmäki 2012.)

Lähdesmäki states that the Finnish society has been built up to its current welfare state with communal and solidary attitudes that existed after the World War II. History seems to support Lähdesmäki's views. Individuals and their efforts have been highly valued. Nowadays the situation is different: the closest friends and family members are still appreciated, but the solidarity has disappeared (Lähdesmäki 2012). The increased individualism in the Finnish society is a worry for many; the Prime Minister Jyrki Katainen (2013) has claimed that the traditional society of authorities has fractured. In his view, the authorities have been replaced with high levels of individualism and thus it has become harder to negotiate a consensus on the central issues concerning Finland – and Europe. In this situation, according to Katainen (2013) it is extremely important to retain the responsibility of others and will to do good in

order to develop as a nation and to survive in the new, global and diverse world. (Op.cit.)

Professor of social psychology Klaus Helkama has conducted a study concerning the values of European people from the late middle age until today. In his research Helkama claims that a linear trend of change can be distinguished from the development of the values. According to Helkama, three main trends of change can be found: becoming secular, individualization and becoming relational. Thus, Finland is not alone with the changes in values. (Levomäki 1998, 13.)

The Other Side of the Coin

The Finnish news agency Yle (2012) reported that the state of the Christian religion in Finnish society aroused several comments in the discussion box of the news. Looking at the comments, it seems that the religiousness itself is not disappearing from the society but the church does not seem to lure people anymore. The church does not answer to the needs of the people; instead it has become too worldly. In addition, the church offers old traditions and ready-made phrases instead of trying to satisfy the needs of the modern believers. (Miten kirkko tavoittaa sinut? 2012.)

According to Statistics Finland the amount of marriages has slowly increased during the beginning of the 21st century. In the year 2012, around 29 000 marriages were made, which was 470 more than the previous year. Correspondingly, the amount of divorces decreased from the previous year. The annual number of divorces has stayed rather stable during the 21st century. The mean age of getting married for the first time has increased, being around 30 years. (Solmittujen avioliittojen määrä kasvoi, avioerojen väheni 2013)

A very traditional Finnish value, equality, connects strongly to the topic of marriage. A legislative proposal by citizens was made to legalize the marriages between people of same gender. The motion calls for equal rights for gay couples to get married, which currently is a right of the heterosexuals only (Kansalaisaloite tasa-arvoisen avioliittolain puolesta 2013). The motion does not only tell about appreciation towards equality, but also shows that that the institution of marriage is still valued among the Finnish.

In spite of the claims about fracturing traditions, there are still signs certain traditions are still valued. For example, professor of sociology Harri Melin from the University of Helsinki claims that the Finnish people have always obeyed the laws very strictly. Throughout Finland's history, there have been many authorities that have been followed and respected, such as the Swedish Kings, the Russian tsars and the leaders of the church. Even though the appreciation towards some of the traditional authorities has decreased, the Finnish people still follow the Finnish and the EU laws rather strictly (Lassi 2013). The phenomenon can be seen, for instance, in the everyday life in the streets: no one drives or walks against the traffic lights.

As mentioned above, individualism is increasing over communality and solidarity (Lähdesmäki 2012; Katainen 2013). Research has shown a gap existing between the values of the younger and older generations; there is a contradiction of individualism and hedonism versus traditions and discipline (Rahkonen 2013). However, Katainen (2013) expresses the good sides of individualism as well. In his opinion, there is a lot of positive power in the will to develop as an individual. According to him, the true democracy strengthens when people make their own choices. In addition, individualism can feed creativeness, which is needed in the modern world (Op. cit.)

From the basis of research on values conducted in Finland, Tuomo Haavisto has collected a list of the possible future values of the Finnish people. In the list Haavisto brings out the positive development of the values. The list has been made in 1996 and Haavisto highlights that the changes are rather slow (Levomäki 1998, 15). It is clear in the current societal discussions that not all the changes have been fulfilled in the seventeen years since.

First in the list is the above-mentioned equality of the genders. The second is self-accomplishment, creativeness and interesting work. Third is appreciation of individualism: people want to be treated as individuals. The fourth value is the significance of economic growth; the possibilities for growth are limited and thus the growth should be intensive instead of extensive. Fifth on the list is accepting the technology in serving the needs of the people. Sixth is caring for the environment. Seventh is appreciation of entrepreneurship, especially among the young generations. The seventh value links to the second since it

enables the self-accomplishment. Eighth, the national identity will become more important, supporting globalization processes at the same time. Ninth, the underprivileged are in the minds of the people, because one of the future values will be the social justice. Lastly, morality and ethics in social contexts will become more important for the Finnish people. (Levomäki 1998, 15.)

3.8 Well-being as a Phenomenon in Finland

One of the recent mainstream cultural phenomena is the idea of a holistic well-being. The phenomenon is especially visible in the blogging scene, which itself is a new, very popular channel of social media. In the blogs people talk about their everyday life, possibly in a certain context, such as “lifestyle”, “fitness”, “fashion” or “food”. The most popular blogs have tens of thousands of readers weekly. A website called Blogilista gathers together the Finnish blogs under one web address. Well-being as a trend can be observed in the most read-list, which sorts the blogs according to the number of readers. From 2008 onward, the list has contained mostly fashion blogs, but they have been partly replaced with the well-being blogs. (Blogilista, Luetuimmat 2013.)

A noticeable matter in the well-being trend is that it is not only about sports, diets or “slimming”. Instead, the slim ideal body has been replaced with a healthy, muscular figure. Food and eating still play an important role in the texts, but the message is to encourage everyone to think about nutritional values, vitamins, minerals and good fat. In addition, mental healthiness and Inner Harmony are appreciated and highlighted in the texts. The objective for many is to find a balance in life.

An example of the new trend can be found from the blog “White Trash Disease”. The blog is 11th on the most read list of Blogilista on 13 November, 2013. The blog has 10 548 weekly readers according to Blogilista, and so is one of the most followed blogs in Finland. The blog began as a fashion blog but is nowadays more about sports and food. In October 2013 the writer writes about self-esteem. She tells how she used to go to the gym with only her appearance in mind, suffering when seeing her image in the mirror. The writer began crossfit training in the beginning of the year 2013. The idea of crossfit is to combine aerobic sports, gymnastics and weightlifting with a high intensity

(Mitä on CrossFit? 2011). The blogger states that her self-esteem has increased by participating in the new sport. She used to see herself as “fat and ugly”, while nowadays she does not care about ideals related to appearance so much and values instead her good performance in her hobby. The message of the post is to highlight that instead of looking in the mirror and the numbers on the weight scale, it is more important to focus on physical and mental well-being. (Nata – White Trash Disease 2013a.)

Another great example of the holistic well-being-consciousness can be found from the same blog. In September 2013 the blogger tells about her recent personal records in running and weightlifting. The post is filled with sporty pictures of the writer in the gym with kettle bells and other fitness equipment. In addition, the writer sheds light on her other free time activities. She states that she has been “drinking cold white wine, eating incredible dinners, relishing with chocolate and ice cream, seeing friends, taking naps, watching movies, hanging out at home and just taking easy.” She mentions that the balance can be found from other things than sports alone and she is pursuing a comprehensive ideal of well-being (Nata – White Trash Disease 2013b). The theme recurs in her other posts as well and the same message can be found from numerous other blogs. Some other well-being blogs in Finland that handle similar topics include: Steffit, Elämäni Kunnossa, Fitness Führer, Ninan verkkareissa and Kukkalaakso (Steffi n.d.; Sarvas n.d.; FFFifi n.d.; Ninan verkkareissa n.d.; Laakso n.d.).

3.9 Values in Organizations

Geert Hofstede mentions in his book “Cultures and Organizations – Programming of the Mind” that organizational cultures have been a hot topic of discussion since the 1980’s. In that time, the idea about “soft” procedures in companies came into being. A claim in the background is that the success of a company is based on common customs of thinking, feeling and operating inside the firm. Hofstede himself defines “organizational culture” as following: it is the psychological capital that can be used in forecasting what will happen to the finances of the business during the following five years. (Hofstede 1992, 38.)

Beginning of the Research

According to Matikainen, the beginning of research into organizational cultures was an article by Andrew Pettigrew (1979): "On Studying the Organizational Cultures". Interest towards the topic grew fast after that with the help of self-help literature. After that, the academic world has continued to show interest towards the research of organizational cultures. However, the approach is biased: others focus on the practices while others are interested in creating theories. Matikainen (1999) mentions Edgar H. Schein (1985) with his book "Organizational Culture and Leadership" as one of the most significant writers on the field. (Matikainen 1999, I–J)

Edgar H. Schein on Organizational Cultures

Edgar H. Schein defines culture as a concept that points to phenomena that are below the surface. He claims that cultures are to groups the same as personalities are to individuals. Behavior is the result, but cultures, like personalities, guide and constrain the behavior through the shared norms of the groups. (Schein 2010, 14.)

Cultures, as such, are abstractions but they can be observed through several events and underlying forces. Schein mentions several examples of observational forms of cultures, among them espoused values, rules of games, formal philosophy, shared meanings and formal rituals. (Schein 2010, 14–16.)

Schein highlights the fact that though all of the above mentioned are characteristics of culture, they as such are not a culture. According to him, culture implies structural stability in a group. In addition, Schein mentions that culture is the deepest part of a group, which makes it often unconscious and not so visible, even when it can be manifested via rituals, for example.

Another central characteristic of a culture is that it covers all of the groups functioning. Finally, the culture implies to patterning or integration of all of its elements. That integration is the essence of a culture, and it derives from the human need to make the environment sensible and predictable. As well, Schein mentions that his definitions for culture can be applied to any culture: national, organizational, micro-cultures, et cetera. (Schein 2010, 16–18.)

The Three Levels of Culture

Schein claims that not all characteristics of a culture are easily accessible or visible to an observer. Thus, he divides the different features related to cultures into three levels. The levels are separated according to the degree to which the phenomena are visible to the observer. (Schein 2010, 23.)

Artifacts are the outermost layer of culture. They are the features that are the easiest to notice, to see or to hear when entering a new, unfamiliar culture. Artifacts include elements such as language, technology and products, styles of clothing, emotional displays, myths and stories about the organization and observable rituals and ceremonies. In addition, the observable behavior and formal descriptions of how the organization works are on the artifact level of culture. (Schein 2010, 23–24.)

Schein strongly points out what Gagliardi (1990, 1999) says about the meaning of the artifacts to the observed group. An observer can recognize the visible features (e.g. behavior) but an outsider to the culture can necessarily not understand the true meaning of the feature to the group observed. An observer may find symbols that reflect the deeper layers of the culture but it is only possible to make assumptions on the meaning behind them. In addition, the observer's own feelings, reactions and former experiences may have an impact on the interpretations. (Schein 2010, 24–25.)

The second level of culture is the espoused beliefs and values. They are at the individual level one person's beliefs or values aimed at solving a challenge or a new situation. The values are tested in practice and slowly accepted as a shared value or belief and given time they can transform into a shared assumption that is not anymore questioned among the group. A prerequisite for such a personal belief to become shared is that it truly solves the issue on hands. In addition, some value domains may not be testable with practices, such as aesthetic or moral matters. However, they can be validated socially among the group. The function of the espoused beliefs and values is to guide the members of the cultural group and to reduce uncertainty in critical situations. (Schein 2010, 25–27.)

Many organizations have espoused values that offer meaning and comfort to the members of the culture but do not necessarily lead to effective

performance. In those cases, the espoused values reflect the desired behavior but they are not shown in the observed behavior. The actual work is guided by some other values or beliefs. Thus, for an observer it is important to distinguish beliefs and values that are congruent with the underlying assumptions that guide performance, those that are part of the ideology of the organization and those that are visions for the future (Schein 2010, 27.)

An accurate interpretation on the artifact layer's characteristics can only be made after familiarizing oneself with the espoused beliefs and values. This enables the observer to make a deeper analysis on the culture. However, even the espoused beliefs and values leave much of the behavior of the group unexplained. The basic assumptions, the deepest level of the culture, are the key to decipher the pattern and to predict the future behavior more correctly. (Schein 2010, 25, 27.)

The basic assumptions are the values, beliefs and practices that have become taken for granted. They are perceived as the reality by nearly the whole cultural group in which they exist. Any behavior differing from the basic assumptions is usually held inexplicable. The basic assumptions guide the whole existence of the individuals of the group: they give the frames for perceiving, thinking about and feeling about things that help to determine the resulting behavior. Situations that would require changing the basic assumptions usually cause great anxiety. Thus, it is often the case that the individuals falsify what is going on in the environment by using different psychological defense mechanisms to avoid the negative feelings. Having the shared sets of basic assumptions results in feeling comfortable with others who share the same assumptions and uncomfortable and vulnerable with those who have different basic assumptions. Differences in the basic assumptions may lead to misunderstandings and other challenging situations between the members of different cultures. Changing of the basic assumptions may sometimes be crucial for the organization but it can be difficult to change them due to resistance. (Schein 2010, 27–31.)

Seeking the Values in Organizations

During the years 1995–2003 Martti Puohiniemi conducted research across a number of Finnish companies. From the basis of his research he has written a

book titled “Löytöretki yritysten arvomaailmaan” – “a Journey into the World of Organizational Values”. He has started the work with the Finnish listed company Kesko that operates in the retail sector. Other companies involved in the research series have been, among others, Nanso, Yleisradio and the Orion Corporation. Those companies have been interested in general values questions, values leadership and searching for their own values. (Puohiniemi 2003, i.)

The above-mentioned years (1995–2003) were critical in Finnish society: during that time, the economic situation and the markets fluctuated strongly. Under such circumstances the companies had to confront their values and challenge them. That was good time to discuss about the values. (Puohiniemi 2003, i.)

According to Puohiniemi (2003, i), values drive the core of an organizational culture. Thus, if the company is willing to operate according to the values, there is a need to take an intensive look at the different layers of the organizational culture and its history. (Op. cit.)

Puohiniemi defines organizational values as principals or motives that guide the choices of the company. They are used in situations where challenging choices have to be made but where the solution cannot be made in the same way as before. In companies, values should be seen as tools of leadership when aiming at better financial outcomes with the help of a skillful staff in the constantly changing world. Thus, values guide the everyday choices that have to be made in the company. It is possible to operate according to a set of values but they are never completely fulfilled – they only direct the aims and operations of an organization. (Puohiniemi 2003, 29–31.)

An important discovery in the research of Puohiniemi (2003) is that the values in different companies seem to be surprisingly similar. However, the organizational cultures are significantly diverse. To explain this contradiction, Puohiniemi points out that values leadership is not only about writing down the desired values but also about making the whole organization to understand and become interested in them. Defining the values is just the beginning of the journey. (Puohiniemi 2003, i–ii.)

Puohiniemi states that a process of finding out the values of the company, “the discovery”, usually takes one to two years. In the background there is often a change in the situation, which makes the values to become even more topical. Managers in the company are the most likely to take the first step and usually takes the greatest responsibility of the process. Outside consultation is of use in many cases. Discussions are the key means to illuminating values and every single employee in the company should be able to participate in the process. (Puohiniemi 2003, 39–46.)

Puohiniemi has used a certain technique in his consultations in the companies that he calls “Business Card Technique”. It is a group exercise that is meant to help find the values that the employees each believe represent their own individual values at work, the current shared values of the company and the desired future values of the company. The exercise is thus carried out in three phases, using the same technique in each of them. The technique is simple: each participant is given five business card-sized pieces of paper, on which they must write words that come to their mind according to the questions asked, such as “what makes you work in the best possible way?” After filling out all the cards they are collected together and classified on a table, according to the Schwartz’s universal model of ten values. Almost with no exceptions, Puohiniemi has succeeded to classify the written words into the Schwartz’s value dimensions with the groups. (Puohiniemi 2003, 51–57.)

The first round, about employees’ own values, is aimed to help with familiarizing with the topic and discussing about it. The second round, about the current values of the company, is meant for identify any the possible value problems in the company. Another objective is to make sure that the world of the values in the company is comprehensive enough. The third round, the round of the future values, is about seeking solutions to the current problems with the help of values. The exercise and the resulting analyses are the beginning of the process of finding out the values of the company. (Puohiniemi 2003, 51–57.)

Created or Existing Values?

A Finnish blog, “Kunto kortilla”, written by the Finnish entrepreneur Sami Hurme offers an interestingly different opinion on corporate values. In,2009,

the blogger writes that values discussions are completely unnecessary, basing his opinion on the observation that values are things according to which the companies already operate, not things that they wish the company could lean on. (Hurme 2009.)

The values are equal to what the owners of the business are, not what they would like to be. If the people of the companies try to pretend being something else than they really are, they become artificial. Thus, Hurme thinks that the values should not be discussed; they either exist or they do not. That is why it is completely pointless to go through value discussions or to write down the values to missions and statements, because that is not necessary for the operations. He states: "Value is not an objective. Value is now". (Hurme 2009.)

To support his opinions, the writer refers to several company success stories, such as the IKEA and the story of Google. In those cases, the writer states, the activities of the companies from the beginning were made according to the personal values and beliefs of the founders. No value discussions have been necessary. (Hurme 2009.)

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is a combination of words that sounds elegant, but their meaning often seems vague. The purpose of the following text is to clarify what corporate social responsibility means in practice and to see how it links to values.

Talvio and Välimaa (2004) have discussed about societal responsibility and leadership in their book "Yhteiskuntavastuu ja johtaminen". Jouko Kuisma, Development Manager of Social Responsibility for the Kesko group, wrote the introduction to the book. He claims that in practice corporate responsibility is not a new phenomenon even though discussion about it has started only recently. Kuisma writes that especially the Finnish companies have taken care of their finances, staff and environment for a long time already. Those are the components of CSR. However, the metrics for measuring CSR have only been systematized in recent years. Kuisma predicts that, in the future, the practices of corporate responsibility will spread also to the various interest

groups of companies, such as investors and labor unions. He also mentions that CSR will be more and more steered by regulations. (Kuisma 2004, 8–13.)

Kuisma points out that it is important to think about the purpose for the existence of the company, its means of operating, the procedures of the company and the connections to the interest groups when considering corporate social responsibility in a certain company. He mentions that there is not one right way or certain practices of executing CSR, every company team must think of their own best ways of carrying it out. Kuisma writes that CSR must be start with the values of the company. The values should be such that the whole staff understands them, accepts, and is willing to work with them. Finally, he states that the practices of CSR should, in the end, aim at improving the profits of the company. (Kuisma 2004, 8–13)

4 METHODS AND DATA COLLECTION

The following chapter presents the methods used in the process as well as the hypothetical bases of the data collection. In addition, a description of the data collection is presented. The data collection consisted of the Rokeach Value Survey and an interview among the management group of the case company.

4.1 Methods

To form a basis for the research a thorough literature review on existing research and theory on the topic was conducted. Values in general and specifically in management contexts were discovered. The review focused attention on Finland's history and values orientations research previously conducted on Finns. The theoretical framework on values research used in the present study was informed by previous studies made in the field.

Research philosophy refers to the development of knowledge and the nature of that knowledge. The worldviews of the researcher, as one aspect of the research philosophy, helps to lead the researcher's actions during the research process as well as the understanding of the investigated phenomena. A pragmatic view and approach was chosen for this thesis project. It allows the researcher to choose among multiple ontological perspectives, thus enabling both objective and subjective approaches. Both observable phenomena and subjective meanings are constituted as acceptable knowledge, with values playing an important role in interpreting the results. In addition, the pragmatic view allows mixed methods and multiple method research designs, enabling both quantitative and qualitative data collection techniques (Lewis, Saunders & Thornhill 2012, 137, 140). The research was of cross-sectional style due to the limited amount of time reserved for the project. The research approach was deductive. According to Lewis, Saunders and Thornhill (2012, 150) deduction means developing a theory or a hypothesis and creating the research strategy to test the hypothesis. The thesis project concerned here was designed in the following way: literature on the field of values research was reviewed and the hypothesis was developed from the basis of the literature. The research project was conducted in order to test the hypothesis.

The hypothetical bases were as follows:

“Firstbeat’s company-wide values originate from certain key personnel’s individual values, much of which is informed by the social enculturation of the founders. There may be evidence in the resulting operations of the company for national (Finnish) values. Some of these values may offer the potential for enhancing competitiveness in international contexts”.

The hypothetical bases for the inquiry produced four research questions. The main research question was, “What are the embedded and shared values of Firstbeat?” Sub-questions were as following: “What is the origin of the values?” “In what ways are the values evident and to what degree can they be linked to values studies of Finns?” and “How do the key personnel drive these values and also the performance of the company in international contexts?”

The research employed a case study approach that focused on collecting data from a single company. The hypothesis predicated that the firm’s shared values that drive practices have been developed from the key personnel’s subjective values. Thus, it was practical for the researchers to focus on one company.

According to Lewis et al. (2012, 171) an exploratory study is a way of conducting the research in a flexible manner. It allows adaptations to changes and does not restrict the research process. This process was recognized in the thesis project while testing the hypothesis on the case company; the researchers did not expect predictable or highly structured responses while studying the values of the company.

As mentioned, Firstbeat Technologies Oy is based in Jyväskylä, Finland and offers health- and well-being solutions to customers. The company operates in Finland and abroad. A systematic approach was used to study the company: the structure, practices, products and services together with the marketing material were examined.

First, a preliminary research concerning values was conducted among the personnel of the company. The tool used in the preliminary research was the Rokeach Value Survey (RVS), which was adjusted into an online form. The Rokeach Value Survey is designed to discover the individual and social values

that drive the behaviors of the respondents. The RVS deals with two kinds of values: instrumental and terminal. More information on the RVS can be found from the RVS analysis section of this report.

Next, the results of the RVS were analyzed, a process that helped to inform the subsequent interviews with the key personnel. Knowing about the individual values of the employees of Firstbeat, it was possible to attempt to describe the values of the company itself more deeply and to compare the results to the hypotheses. The resulting interview questions were designed to help clarify the embedded values of the company further.

After the interviews, the products and services of the company were examined, as well as the related marketing materials. The data analysis synthesized perspectives gained from examining the products and services with the results from the RVS and the interview analysis. Hypotheses were revisited and finally some conclusions were drawn together with discussion on the results. The research questions were answered to some significant degree.

4.2 Rokeach Value Survey

The first active step of the thesis in contact with the company was to execute the Rokeach Value Survey among the employees of Firstbeat. The original Rokeach Value Survey questions were translated from English into Finnish. The correctness of the translation was ensured with the help of two native Finnish speakers; each translator was given the English version of the survey and they were asked to translate the text without knowing of each other's responses. The answers were combined and compared with the authors' own translations. The most suitable translations were used in the survey provided to the company employees. The translated text was turned into an online survey with the help of Webropol survey software. (Appendix 1 Rokeach Value Survey.)

The Rokeach Value Survey is an instrument that can be used for measuring certain of the individual and social values of the respondents. The RVS researches two kinds of values: instrumental and terminal. Instrumental values reflect behavioral characteristics that are seen as socially desirable. Terminal

values refer to the end states of existence or how things should ideally be (Debats & Bartelds n.d. 48; Appendix 1 Rokeach Value Survey). The respondents have to separately rank order both sets of values in order of their importance in their own lives.

The analysis that resulted from the survey data was used to help create and execute the follow-up interviews among the managerial level. The intention of the interviews was then to observe the deeper level values and the sources of them in the company.

The total number of the workers in Firstbeat is around thirty people. The survey was sent as an email link to all of the workers. The survey was open for the respondents from 3rd to 10th October 2013, totaling one week of responding time. Ten answers were submitted during the time. The sample of ten respondents was thus gained with a simple random sampling method, consisting a representative sample while the amount of respondents was one third of the total number of employees. One response needed to be deleted from the analysis since the respondent applied several rankings using the same number. Such a response would have skewed the analysis results.

What is more, the responses were given from all levels of the company, ranging from a member of the management group of the company to a part-time assistant. Other respondents included marketing personnel and a program developer. Both genders were equally represented in the sample.

Survey Results

The results were transferred into Excel from the Webropol survey software. The analysis of the results was conducted with the help of Excel and SPSS tools. In the following, the most significant results are presented. In addition, the results are compared to other studies that focus on Finnish values in order to find out whether the individual values of the respondents represent typical cultural values of Finland.

The mean and the median of the results were discovered in different sections of the responses. The median was chosen for the analysis; mean refers to the average of the responses of the sample while the median offers the midmost

number of the scale of the answers. The scale being as wide as from one to 18/19 in some of the answers, the median was seen as more reliable.

General Overview

Looking at the medians of the responses in Figure 5 below, it seems that from the instrumental values the most important values for the Firstbeat employees were Honest, Broadminded, Loving, Ambition and Cheerful. Capable and Courageous were as well seen important. The least important instrumental values were Self-Controlled and Obedient.

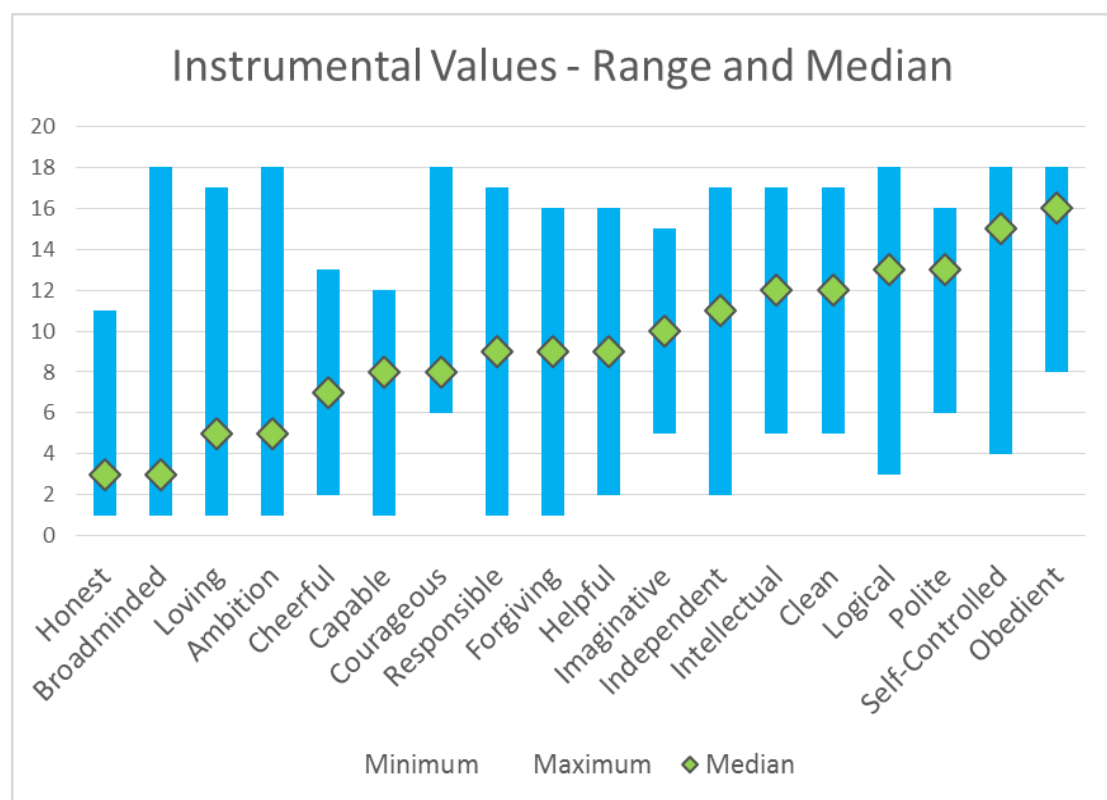


FIGURE 5. Instrumental Values – Range and Median

The most important terminal values for the Firstbeat employees were Family, Happiness, Self- Respect, Inner Harmony and Freedom. In addition, a Comfortable Life and a Sense of Accomplishment were ranked high in importance. As it can be seen in Figure 6 below, the least important among the terminal values were World of Beauty and Salvation.

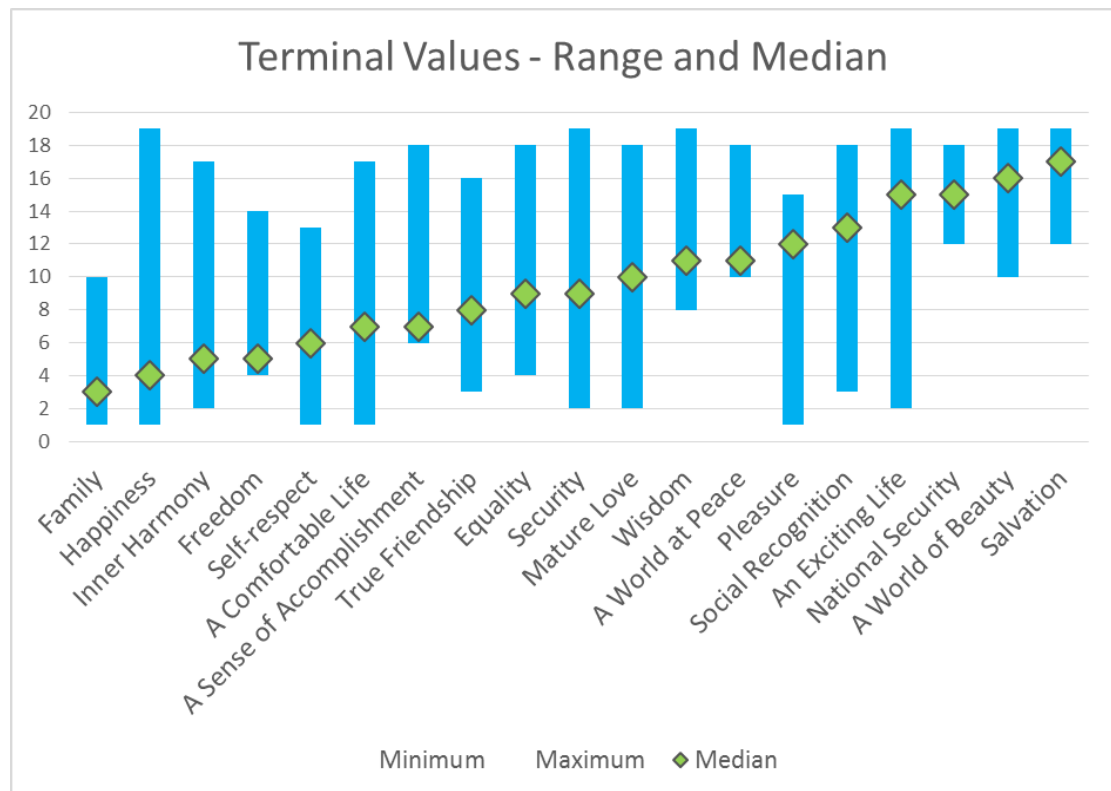


FIGURE 6. Terminal Values – Range and Median

Looking at the Pearson Correlation Coefficients in SPSS, some values correlated strongly with either gender or age of the respondents. The highest correlation with gender was with the value of Mature Love, by the coefficient of .716. Other high correlations between gender and values were with Broadminded, Clean and Equality. In other words, the gender of the respondent affected on how he or she perceived certain values. The differences are illustrated in Figure 7. (Appendix 2, Pearson Correlation Coefficients.)

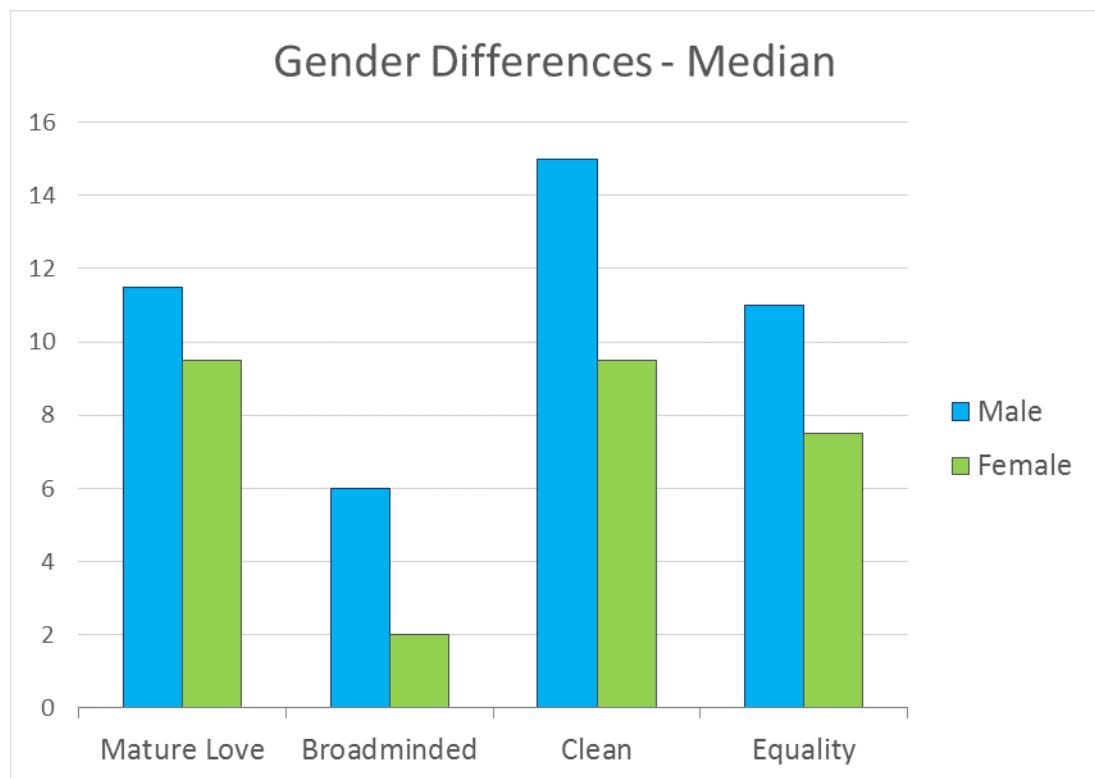


FIGURE 7. Gender Differences – Median

Some of the values seemed to correlate especially with the ages of the respondents. These values were again Mature Love with $-.575$ correlation coefficient along with Clean, Helpful, Independent, Broadminded and Equality. In these cases the age of the respondent had an effect on the ranking of these values. (Appendix 2, Pearson Correlation Coefficients.)

Honesty

Honesty is seen as a typical Finnish value. The concept of truth varies depending on a culture but according to Lewis (2004, 60) “Finnish truth is of the blue-eyed, uncompromising, law-abiding variety, where truth is truth (the scientific kind)”. The truth is strict, not depending on a situation. If the truth as such is not told, it is considered as lying. According to Lewis (2004, 61), Reliability is another Finnish value. It is closely related with the concept of honesty.

In the RVS results of Firstbeat Honesty as an instrumental value was mostly seen as being very important to the respondents. Five out of nine respondents ranked Honesty as being very important (1-3). The rest four ranked Honesty in

the middle (7-11). There was no significant correlation between the ranking and age, gender or job title. (Appendix 3, RVS Response Table.)

Sisu

Sisu is a very Finnish characteristic often discussed by Finns. It does not have a direct translation to English and it has varying meanings depending on contexts. However, it is often translated as perseverance or guts (Chaker 2011, 160; Lewis 2004, 59). Lewis (2004, 59) writes that “*Sisu* implies courage, toughness, stamina, stubbornness, single-mindedness, and tenacity -- the ability to endure hardship and adversity”.

Finns themselves have given *sisu* several definitions. For example, the famous Finnish composer Sibelius said that *sisu* is “a metaphysical shot in the arm which makes someone do the impossible”. Paavo Nurmi, a long distance running Olympic winner, defines *sisu* as “dispassionate patience and strong will that comes to people miraculously in times of stress”. (Chaker 2011, 160.)

Characteristics referring to *sisu* in the RVS are the instrumental values Capable, Courageous, Self-Controlled and the terminal values A Sense of Accomplishment and Self-Respect. As shown in Figure 8, the range in all of the instrumental values was rather wide. Capable and Courageous were of medium importance, while Self-Controlled was seen less important.

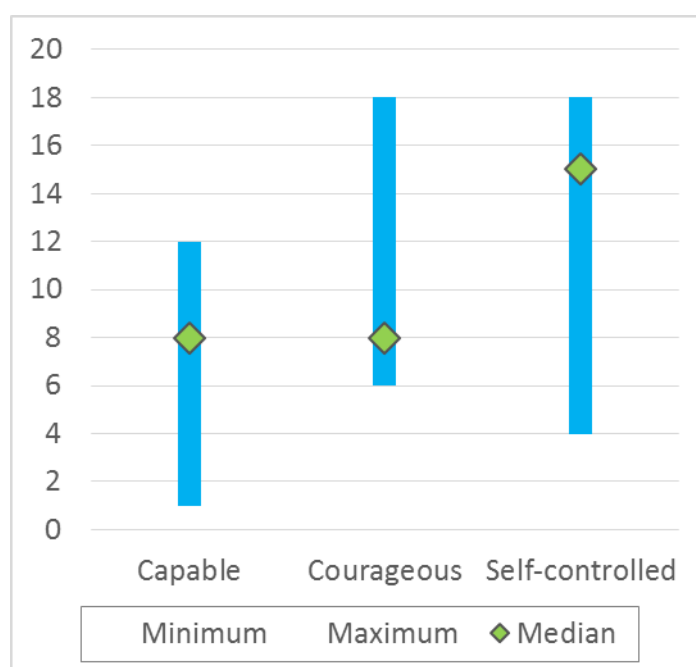


FIGURE 8. Instrumental Values Referring to *Sisu*

Coming to the terminal values, Sense of Accomplishment was as well in the middle of importance, being a little more important than the instrumental values mentioned above. Its mean was seven, ranging from six to eighteen. Self-Respect was ranked the highest of *sisu* characteristics, having the median of six in the range from one to 13.

As a conclusion it can be said that *sisu* is not the most clearly visible characteristic among the Firstbeat employees according to RVS results. All of the RVS values relating to *sisu* were ranked in the middle in the importance ranking.

Equality

Equality, which is one of the Finnish values mentioned by, for example, Lewis (2004) is clearly visible in the society, and perhaps most visible in the Working life. Many organizations are flat-structured and formality is a rare phenomenon among the employees. Addressing others formally is not common anywhere in Finland. Equality related to genders is a topic of discussion. Looking at the history, Finland is one of the first countries in the world to permit women the right to vote in 1906 (Korppi-Tommola 2009; Suomen naiset saivat äänioikeuden 100 vuotta sitten 2006). In addition, Finland has had a woman President, which is still rare in the world. However, there are some inequalities, especially in the working life. For example, the average salaries are lower for women than for men (Yksityisen sektorin kuukausipalkkaisten säännöllisen työajan ansio oli 3 428 euroa lokakuussa 2012 2013).

In the RVS results from Firstbeat, Equality was not ranked as the most important among the terminal values. Its median was nine, ranging from four to eighteen. An analysis on correlations was made with the help of SPSS. A study was made whether the values correlate with age or gender. As a result, it seems that according to the Pearson Correlation coefficient, equality as a value correlates rather highly with gender. The correlation coefficient was among the highest of all values, -, 510. (Appendix 2, Pearson Correlation Coefficients.)

Survey Analysis

Looking at the RVS results, the most important instrumental values of Firstbeat employees were Honest, Broadminded, Loving, Ambition and Cheerful. Among the terminal values Family, Happiness, Self-Respect, Inner Harmony and Freedom were most appreciated. It is noticeable that a Comfortable Life and a Sense of Accomplishment were ranked high as well. In addition, values related to success in life are seen important. According to Hofstede, Finland is a feminine country scoring 26 in the National Cultural Dimensions ranking (What about Finland? n.d.). Table 1 shows that Finland is one of the most feminine countries with other Nordic and Scandinavian nations. The RVS results of Firstbeat seem to match to the idea of a feminine nation based on Hofstede's social behavior markers for feminine societies (2001, 279-350). However, signs of what might be considered to be masculine, hard values are also visible, which one might think is crucial for success in international business life.

TABLE 1. Masculinity Index (Geert Hofstede n.d.)

Country	MAS
Slovak Rep	110
Japan	95
Hungary	88
South Africa white	83
Austria	79
Venezuela	73
Switzerland German	72
Italy	70
Switzerland	70
Mexico	69
Ireland	68
Jamaica	68
China	66
Germany	66
Great Britain	66
Colombia	64
Philippines	64
Poland	64
Ecuador	63
U.S.A.	62
Australia	61
Belgium French	60
New Zealand	58
Switzerland French	58

Trinidad and Tobago	58
Czech Rep	57
Greece	57
Hong Kong	57
Argentina	56
India	56
Bangladesh	55
Belgium	54
Arab countries	53
Morocco	53
Canada	52
Luxembourg	50
Malaysia	50
Pakistan	50
Brazil	49
Singapore	48
Israel	47
Malta	47
Africa West	46
Indonesia	46
Canada French	45
Taiwan	45
Turkey	45
Panama	44
Belgium Netherl	43
France	43
Iran	43
Serbia	43
Peru	42
Romania	42
Spain	42
Africa East	41
Bulgaria	40
Croatia	40
El Salvador	40
Vietnam	40
Korea South	39
Uruguay	38
Guatemala	37
Suriname	37
Russia	36
Thailand	34
Portugal	31
Estonia	30
Chile	28
Finland	26
Costa Rica	21
Lithuania	19
Slovenia	19
Denmark	16
Netherlands	14
Latvia	9
Norway	8
Sweden	5

Interestingly, not all of the most typical Finnish values are clearly recognizable in the top rankings. For example Equality, Obedient or Independent are not found in the top five important values either in the instrumental or terminal values. However, Family as a concept is highly appreciated in the Finnish culture and it was the highest ranked among the terminal values for the Firstbeat respondents as well (see to Lewis 2004). A rather young age range, from twenty-one to forty, might have had an effect on the overall modernity of Firstbeat values.

Research on the importance of value types among the Finns was conducted during the years 1991-2005. For the whole time, the same value types have occupied the top of the list, but there have been some significant changes. For example, Hedonismi (Hedonism) has increased its importance among the younger generations (Ahokas, Lahikainen, Pirttilä-Backman & Suoninen, 2010, 286).

The results from Firstbeat are in accordance with the research; many the values that are seen important among the Firstbeat employees are rather hedonistic, such as Freedom, Inner Harmony and Self-Respect. As well, Ambition can be seen as a hedonistic value since it refers to personal achievement.

One of the values stood out from others: Broadminded. It correlated significantly with both gender and age. It seems that the value is more appreciated by females and younger members of the employees. That is a sign of modern thinking on values. However, it must be highlighted that all the female respondents represented the younger part of the sample.

4.3 Interview

The Rokeach Value Survey constituted the preliminary step for the study of Firstbeat. From the basis of the results some follow-up interviews were arranged among the key people of the company. The interviews were organized as email interviews consisting of six open-ended questions. Email interviewing was used due to the fact highlighted by the contact person in the company that all of the workers in the company are very busy. The researchers thus chose the method to save the time of the potential

respondents. The interview sheet included a question concerning the job title to find out the relationship of the respondent to other employees and to the company. The imposed questions concerned the beginning of the company; the values of the company at the beginning and possible changes in the values from the start until today. Another question focused on the source of the reported values. One of the questions concerned the values in the products and the last question asked about the possible effects of the values on the international competitiveness of the company. (Appendix 4, Interview Questions.)

The interview was sent to six people during the time from 18th October to 15th November 2013. As a result, one response was received. The person has been in the company from the beginning of it, as one of the founding members. In the following the responses are analyzed.

The respondent lists the values of Firstbeat to have been the following in the beginning: scientific, analytical, objectivity and knowhow (tieteellisyys, analyttisyys, objektiivisuus, osaaminen). According to the respondent the current values are customer-orientation, competitiveness, user friendliness and solving (kuluttajalähtöisyys, kilpailukyky, helppokäyttöisyys, ratkaiseminen). The respondent believes that the values come from learning, development of the market, customer interface and internationalization (oppiminen, markkinan kehittyminen, asiakasrajapinta, kansainvälistyminen). The respondent lists that the values that can be found from the products of Firstbeat are accuracy, scientific base, biological, understandability and objectivity (tarkkuus, tieteellinen pohja, biologisuus, ymmärrettävyys, objektiivisuus). Finally, when asking about the effects of the values to the international competitiveness, the respondent states that the values are an important part of the competitiveness of the company since the competitiveness factors are partly based on the values or activities consistent to the values.

The values of the starting point of the company can be seen as instrumental values; they are ways of accomplishing the processes. Looking at the history of the company (the story can be found from the company web pages) it seems that the starting values are a natural consequence from the scientific

background of the firm. As the company has developed and gained more customers, the values have changed accordingly. The main focus is no longer mostly on the scientific research, but also on serving the customers. The commerciality is taken into account in highlighting the user friendliness and solving the challenges with the help of values. Again, the current values as well as the starting point- values are a consequence of the practice, as the respondent states when asking about the origin of the values. Thus, the current values as the respondent sees them are, as well, instrumental values to help with the processes.

Regarding the values of the products that the respondent provides, it seems that they are more like features of the products than the values behind their creation. However, the attributes are well in accordance with the meanings of them; they are supposed to be a result of accurate scientific research, serving the needs of the customers. The values of the company according to the respondent are as well shown in the products since one of the attributes is said to be understandability. That is an attribute needed for user friendliness that was listed as a company value.

Looking at the answer of the final question concerning the effect of the values on the international competitiveness it seems that the company utilizes the values in its activities. All of the values listed by the respondent can be found in the marketing material. For example, the current products have been developed with the customer in the focus, delivering easy-to-use solutions for sports and well-being. A more thorough analysis on the visibility of the mentioned values in the marketing material and in the products can be found in the chapter Marketing Material Analysis.

Comparing the interview results with the former RVS results, no particular similarities can be found. Only the instrumental value Honesty from the RVS top five values of the company employees is visible in the descriptions of the interview respondent. Honesty refers to the accuracy, scientific base and objectivity that were the product values according to the respondent. In addition, the user friendliness that the respondent lists as one of the company values can be linked to the terminal value Freedom; in the company web pages, the user friendliness is highlighted in several product descriptions. As

an example, an article concerning new products was released in October 2013. The Garmin Forerunner 620 device has been updated to contain Firstbeat technology. It is mentioned in the article that the new attributes increase the user friendliness of the product and allow the runner just to run, without having to focus on anything else. That is a clear reference to Freedom and analogously to user friendliness. (Firstbeatin teknologia sykkii Garminin ja Samsungin uusissa tuotteissa, 2013.)

5 MARKETING MATERIALS

The marketing materials analysis focused on the web pages of the company. In addition, the blog, the product and services descriptions along with the company introduction were studied carefully. The social media channels, Facebook, Twitter and LinkedIn were analyzed as well. The Youtube channel of the company was reviewed but left out of the analysis due to its scarce content and the fact that it was still under development.

5.1 Website of Firstbeat

The front page of the company website is very important, since it gives the first impression of the firm. The Firstbeat website front page is very clear and simple. The colors of the company (red and white) are well represented and the logo is visible on the left top of the page. There are several photographs on the page. Attention is drawn to a big banner at the top of the page that includes several interactive pictures and texts.

Viewing the pictures on the front page and comparing them to the previous research results in the company, the terminal values of Happiness, Inner Harmony and Freedom seem to be represented. From the Rokeach instrumental values, Cheerfulness can as well be recognized in the visuals of the website. Those values were ranked high among the Firstbeat employees in the RVS survey. For example, in the big banner there is a photo of a woman lying on grass in the sun, smiling and holding a flower in her hand (see Figure 9). Another example is a smaller picture under the banner where there is another woman lying on a wooden underlay that looks like a wharf. The woman has her eyes closed and looks very relaxed. Several other pictures have smiling people in them, even one close-up of a very wide smile. These images create impressions of Inner Harmony, Happiness and Cheerfulness. An image that speaks to Freedom can also be found on the banner: A person stands on a top of a high hill in an open, snowy and sunny scene, holding hands up high and embracing the view. The person is standing alone. That particular picture drew the attention of the (Finnish) researcher since the view was very beautiful and typically “Finnish”. The image included snowy spruces in the picture that associate strongly to a Finnish landscape.



FIGURE 9. Image Referring to Happiness, Inner Harmony and Cheerful (Firstbeat n.d.)

Other photographs on the front page refer to less soft values than the above mentioned. Signs of the instrumental value Ambition were represented, such as in Figure 10. That particular value was as well ranked as one of the most important among the Firstbeat employees. For instance, there are several pictures that evidence very demanding sports performance. In addition, there is a photo of a group of people of differently demanding professions such as a doctor and a lawyer. Ambition is demanded in both tough sports and in regular working life when targeting at a good career.



FIGURE 10. Image Evidencing Ambition (Firstbeat n.d.)

Not only do the images elicit certain values but also the accompanying texts strengthen the messages. One of the words repeated several times is “well-being” (hyvinvointi). The word refers to Happiness, Self-Respect and Inner Harmony. Words related to Ambition come up frequently as well. For example, “better”, (Better recovery - parempi palautuminen, better condition - parempi kunto, better life quality - parempi elämänlaatu), “endure” (endure the demands - kestää vaatimukset, enduring success - kestävä menestys). In the banner, two similar questions are asked: “Are you aiming at better top results

in sports?” and “Are you aiming at top results in working life?” (Tähtäätkö huipputuloksiin urheilussa? Tähtäätkö huipputuloksiin työelämässä?). These questions seem clearly to show evidence for the value of Ambition. The messages related to Ambition contain some traditional Finnish values as well; being successful and aiming at bettering oneself takes perseverance and self-reliance – traits that are seen as very Finnish values. (Firstbeat n.d.)

The English and Finnish language front pages are almost similar. The Finnish version did have more pictures in the banner on the top of the page, and the major difference in the English version is that there are more words and phrases that link to advancement. The value Broadminded from the top 5 RVS values of Firstbeat is noticeable in the English pages where the word “revolutionary” is repeated several times. For example, in the tagline of the browser tab Firstbeat describes the business idea shortly: “Revolutionary heart beat analysis reveals your stress, recovery and effect of your physical training.” Similar words, such as “novel”, “advanced” and “new device” come up as well on the front page. As a conclusion it can be said that the impression of Firstbeat on its English website refers more strongly to Broadminded than the Finnish version. (Firstbeat.com n.d.)

Company Introduction

Firstbeat introduces itself and the key personnel on the web pages. As mentioned before, the company has developed a method for analyzing certain body functions with the help of heart beat measurement. In the introduction page of the company, Firstbeat highlights the advancement of the technology and the diversity of the applications. It is as strongly emphasized that the work is done through multi-scientific knowledge, utilizing expertise from several fields. The values Broadminded and Ambition can be recognized, which are important features for a success in business life.

In the “Our story” (Tarinamme) section, the company highlights that the applications it develops are not only used in sports but also a lot in the work life well-being. The “Mission”(Toiminta-ajatus) section underlines even more strongly that Firstbeat aims at developing the well-being and performance of its customers and promoting a healthy lifestyle with the help of its products

and services. Again, the values of Happiness, Inner Harmony and also Ambition come up.

The Blog

The blog on the Firstbeat web pages focuses on topics related to their field. As an example on the subjects covered, the very first post from autumn 2011 concerns a newly released news item about the question of recovery during the weekends. Contrary to previous assumptions, weekends do not necessarily help to recover from stress or exercising during the weekdays. Many blog posts concern stress and active lifestyle and present the Firstbeat technology in action. The blog serves also as a news channel for releasing information about the company and its actions. A certain topic that comes up frequently is balancing working time and free time. Posts are made by several people from the company and in addition, there are some visiting writers, such as the skier Sami Jauhojärvi. There are posts available both in Finnish and in English; many are the same posts translated while some are only in the language.

Similar values can be recognized in the blog posts and the other pages of the website: Ambition, Cheerful, Happiness and Inner Harmony are highlighted. In addition, some other values come up from the more personal texts of the writers. Many of the people take on different kinds of physical challenges and talk about preparing for and executing them. One of the most recent texts concerns the Koli – Marathon of Dangers in which some of the Firstbeat employees took part in October. There are one man's experiences described from the marathon, and in that one, and some other posts as well, the Finnish perseverance and self-reliance can clearly be seen when the people do something with maximum performance. The point is to encourage others to test their limits and perform better.

Other values that have not been mentioned before but could be recognized from the blog concern other people, family and relationships. In many of the posts, the importance of family and other significant people in individual's life is highlighted. For example, an employee of Firstbeat writes about the company's participation in the Jämsä-Jukola 2013 relay race and describes especially the great team spirit of the Firstbeat employees during the event.

There, the instrumental values of Loving and Family from the top 5 RVS results are visible.

Product and Services Descriptions

On the other parts of the company's website the values that come across are very similar to the previous findings: the most visible values are well-being, health, Inner Harmony, Ambition, competitiveness and constant development. These values can be divided into so-called soft values (the first three) and hard values (the last three). Firstbeat's products go along with this division. Products and services supporting well-being at work and in life in general could be seen as soft offerings of the company, while professional sports product could be construed to include hard values, such as achieving the very best results. Texts and images on the pages describing occupational health and well-being products represent well-being, balance and Inner Harmony, while professional sports pages represent Ambition and competitiveness. Many of the images portray people, but there are also a lot of images of the products and illustrations or reports made by Firstbeat software.

Many RVS values that were found in common for Firstbeat employees can be seen on the website and in the products. In addition to the above-mentioned values, the top terminal value, Family, is clearly appreciated according to a brochure that can be downloaded from the Website of Firstbeat (Firstbeat Lifetime Assessment 2012). Other subjects that are highlighted are personality and individuality. The products are designed so that they are suitable for everybody whether one wants to "start regular exercise, run a marathon, or even get involved in competitive sports" (Firstbeat.com n.d.). For example Firstbeat ATHLETE is dynamic and changing all the time when the user is progressing. Even when a sports team is using Firstbeat SPORTS Team products and are being measured together, every team member will receive individual feedback regarding his or her personal performance. The significance for individualism for Firstbeat might be explained by Finland's being an individualistic society.

The Finnish and English websites are rather similar to each other. However, there is an interesting difference between those two. On the English site there is a product called Firstbeat Monitor School Pack, which is targeted to schools

to measure their schoolchildren's heart rate and Training Effects on physical education classes. These numbers will be monitored so that everyone can see how effectively they are training. A similar product exists on the Finnish site, but it is called Firstbeat Monitor and targeted to gyms, professionals and organizations that encourage people to exercise and to other companies and organizations. The pictures on this page are from a spinning class, where adults are following their performance statistics, while on the English side there are pictures and videos of children doing the same and trying to move their name into the green color code, which represents the best results. The School Pack is offered in the United States and in United Kingdom. Both of them are masculine countries – driven by competition, achievement and trying to be the best (Hofstede, Hofstede and Minkov 2010, 139-141). Therefore the School Pack product suits those countries' markets, while in feminine Finland small children's competitiveness is not usually encouraged. This shows that Firstbeat does not only represent typically Finnish values, but is able to adapt to the international markets. (Firstbeat n.d.; Firstbeat.com n.d.)

5.2 Firstbeat on Facebook

Firstbeat uses its Facebook page mainly as means to market the website. The newest blog posts as well as other current pieces of news are linked to the Facebook wall. Thus, a lot of content similar to that as on the web pages are visible on the Facebook page as well. In addition, links to news concerning Firstbeat on other web pages are on the Facebook wall.

The company has on the Facebook information page nearly identical information about the company and the products as on the official web sites. All the other text on the Facebook page is mainly informative, leading the viewer to the original sources of each piece of news. The discussion and comment texts on Facebook are, as well, more informative than personally engaged. Most of the comments concern the technical issues of the Firstbeat products. Not much else concerning the values evident on the Facebook page text can be said besides that they are similar to the web pages and that the company value Ambition is present, promoting the increase of personal performance.

The images present on the Firstbeat Facebook page continue the themes found in the web page images; there are positive faces with smiles, informative pictures of the products, and sporty, attitude-full images of people. In addition, there are several photos of groups. The albums “Firstbeat on the Road” and “timeline photography” contain images of the Firstbeat team. Those images add personality to the Facebook pages, as does the blog on the official site. The values of Loving, Cheerful, Family and Happiness are represented in the pictures of the Firstbeat employees (see Figure 11).



FIGURE 11. Solidary Images on the Facebook Pages (Firstbeat Technologies 2013)

5.3 Firstbeat on LinkedIn

Firstbeat’s LinkedIn page consists of brief information about the company and its products and updates the company posts. Many of the updates link to the blog or newsletters of Firstbeat. Analogous to Facebook, other companies’ blog texts or news are shared, if they concern Firstbeat or its products. The information and most of the updates are in English, but some, for example one concerning a Finnish well-being event, are in Finnish. However, in those cases an English translation is added to sum up the main points. (Firstbeat Technologies Ltd 2013.)

The content on Firstbeat's LinkedIn page does not differ much from the content on its other social media. Similar values can be observed on the LinkedIn page: well-being, performance, easiness, accuracy, comfortableness and Ambition. These findings are made mostly based on the information page and the product introductions on LinkedIn. (Firstbeat Technologies Ltd 2013.)

5.4 Firstbeat on Twitter

On the networking and microblogging service Twitter, Firstbeat has three different channels: Firstbeat Ltd., Firstbeat USA and Firstbeat IRELAND. Firstbeat Ltd. is a general channel while the other channels are for specific countries. Only Firstbeat Ltd. was analyzed in this research, since it is the official Twitter channel of Firstbeat. The other two seem to be maintained by Firstbeat's local distributors. Moreover, Firstbeat USA was not active on Twitter when the data was collected. (Firstbeat IRELAND 2013; Firstbeat USA 2013; Firstbeat Ltd. 2013.)

The Firstbeat Ltd. Twitter account was created in the beginning of 2013, and since then it has shared 192 "tweets" and gained 262 followers. The page is in English, and on the top of the page it is written: "Technology leaders in #sport and #corporate #health #wellbeing and #performance" (Firstbeat Ltd. 2013). The sentence includes the main aims that have already been mentioned before: health, well-being and performance. No new values were found from the Twitter page. Most of Firstbeat's tweets link to the website, where the blog, newsletters, articles and product information can be found. Firstbeat has also retweeted many links that lead to other blogs and pieces of news that concern Firstbeat's products and its customer companies and sports teams. Some retweets link to texts that deal with health in general. Many well-being seminars are shared and commented about on the Twitter page. In addition, some images where Firstbeat products are being used are shared. (Firstbeat Ltd. 2013).

All in all, Firstbeat's Twitter page is rather similar to their other social media pages: the same links are being shared and the same topics are being talked about. The analysis on their Twitter account did not reveal anything new, but

confirmed the consistency of the company's appearance on the Internet. The same kinds of values can be seen on every Firstbeat's page and channel.

5.5 Analysis from the Basis of the Interviews

Respondent of the interview, one of the company's founding members, detailed what he saw as the Firstbeat corporate values in his interview answers. The values according to the respondent were customer-orientation, competitiveness, user friendliness and solving (kuluttajalähtöisyys, kilpailukyky, helppokäyttöisyys, ratkaiseminen). In the following, the marketing material of Firstbeat is analyzed with those values in mind.

The Front Page

The first of the listed values, customer-orientation, is clearly visible on the front page. The texts in the upper page banner as well as the introduction text in the quick links beneath it are formulated to speak to the viewer. An example can be given from the captions of the banner: "Forerunner 620 - A coach always with you", "Can you recover from your work?" and "Our intelligent programs take you to a better shape" (Forerunner 620 - Valmentaja aina mukana; Pystytkö palautumaan työstäsi? Älykkäät ohjelmamme vievät sinut parempaan kuntoon). In several sections of the page, the texts are targeted straight to the reader ("you") instead of addressing the readers in a general form. (Firstbeat n.d.)

The competitiveness does not show as much in the images as does the previous value. Instead, competitiveness can be seen in the products and the networks of the company. The products and the soft wares of Firstbeat are introduced very thoroughly, showing the quality technology behind them. Competitiveness is also present in the scale of the products and services that the company offers. There are four customer groups for which Firstbeat has something to offer: consumers, athletes, companies and service providers. The offerings are vast and comprehensive. For example, the Well-being Analysis (Hyvinvointianalyysi) consists of the heartbeat measurement, personal reports, feedback session, proceeding recommendations and monitoring. The competitiveness of Firstbeat is especially visible in the Cases (Success stories in the English website) that are presented in the web pages.

The Cases introduce the Well-being analysis in practice. The analysis has been conducted among different companies and the employees tell their experiences in the Cases section. The experiences have been positive and they have helped both the individuals and the companies with becoming aware of stress, recovery and the need for sports activities.

The matters that refer to the instrumental value Ambition, can be linked to Competitiveness. The above-mentioned sections that have to do with Ambition, mainly refer to the competitiveness and performance of the end user of the Firstbeat products.

User Friendliness is visible in the marketing of the front page of Firstbeat website. Figure 12 below shows an example of the value in practice:



FIGURE 12. Value of User Friendliness in Practice (Firstbeat n.d.)

The text in the picture asks: “Is Your Condition Getting Better? Firstbeat tells immediately the effect of sports on your body. Our programs take you into better shape” (Firstbeat n.d.). The text gives out an impression of easy exercising with the help of Firstbeat. A viewer might even think that one does not need to do the work. Instead, Firstbeat does it for you. However, the value is transmitted to the customer through the advert. Another example of user friendliness is a catchphrase in the products section presenting the products to companies: “Turnkey well-being!” (Avaimet käteen hyvinvointia!) (Firstbeat n.d.). Again, there might be danger for creating the impression that the user does not need to do anything.

The Introduction

The introduction of the key people of Firstbeat highlights strongly the technical and professional skills that the company possesses. Emphasizing their vast collective knowhow presents an image of strong competitiveness, which was one of the values mentioned in the interview.

The “Our story”-section seems to be in line with some of the values revealed in the interview. The history of Firstbeat focuses a lot on the product development, pointing out the scientific work that has been done for the products. One of the listed product values, accuracy, can directly be found from the text since it is repeated several times in the context of talking about the research work for the products. The value of strong scientific bases is as well clearly visible.

Among the corporate values listed by the interviewee, customer orientation is emphasized in the introductory text. Among else, it is mentioned that over twelve consumer products with Firstbeat technology can be found in the market currently. Another point is that Firstbeat cooperates with its corporate customers in developing the corporate well-being products and services. It is noticeable that nowadays the focus is on commercially applicable service models, whereas beforehand Firstbeat created solutions for research and measurement. For the first time there are signs in the commercial applications statement of the corporate value of solving.

Firstbeat brings out the value of competitiveness in the list of recognitions it has gained during its years of operating. Among else, Firstbeat is one of the fastest growing Finnish technology companies for several years in a row, according to the accountancy firm Deloitte (Firstbeat n.d.).

The value of solving is visible in the “Mission” section. A challenge is described at the beginning of the text: in the EU health care costs are high, 78% of which are caused by daily life style choices. Firstbeat states that the company is there to help with overcoming this challenge by helping people to improve their well-being and performance.

The Blog

The Firstbeat blog is more about the people than about the products. It approaches the products and the company from the people perspective. An example can be found in a visitor's post on 18 November, 2013 concerning a sail across the Baltic Sea. The members of the crew were supplied with Firstbeat heart rate monitors. The text concerns the happenings on during the voyage, including the heart beat analysis and presenting the device in action (Saarni 2013). Another blog example concerns a post about the project named "Aidon Kauneuden Metsästys" (hunt of the true beauty). Firstbeat took part in the project with the Well-being Analysis by offering the women detailed knowledge about their well-being and lifestyles. As a result, the women could recognize stress better, even when the body's messages could not reveal it (Kotisaari 2013). Similar texts can be found from the blog during its existence from 2011 onward. The writings reveal some of the values mentioned by the interviewee, such as customer-orientation, user friendliness and solving from the company values. As well, the product values of biological, understandability and objectivity are represented in the blog texts.

Other Observations

Values listed by the interview respondent are also clearly visible in the product descriptions section. On the website it is emphasized that the products are very understandable and easy to use. The products are ergonomic and comfortable and, for example, entering records in the program can be done at most any time because of the easy access via the Internet. Additionally, it was mentioned several times that the Firstbeat products are objective and very accurate.

The social media channels mostly repeat the content that is on the web pages. On the Facebook page, customer orientation and solving stand out clearly, and where the cooperation with customers are visible and the questions of the users are answered. The products themselves are not so much visible on Facebook. Instead, there are links to the official websites when viewing the listed products. As mentioned above, the Twitter and LinkedIn pages do not reveal anything new, since they mostly repeat the messages that can be seen in other channels as well.

5.6 Conclusions

The mission of Firstbeat is to provide meaningful physiological information that helps people to improve their well-being and performance. The mission is well transmitted to all of the sections of the web pages. The values that were found in the earlier parts of the thesis process support the mission and many of them can be recognized from the content of the web pages. It can be concluded that the company combines in its actions, products and services its soft and hard values in business and in life in general. Firstbeat as a company promotes active lifestyle and encourages everyone to perform better and aim for their best. Firstbeat highlights the importance of a healthy life, balance and taking care of oneself. The blog, as well as the images on the Facebook pages add more personality to the image of the company presented on the web pages: the human values that lie beneath the official messages of the web pages are more visible there. The blog and the photos support the results of the RVS by revealing the softer values and the importance of colleagues for the Firstbeat employees.

6 DISCUSSION

The discussion section aggregates the results and discoveries of the study, presenting the most significant findings and comparing them to previous research that focuses on the same or similar topics. In addition, some recommendations are presented from the basis of the results.

6.1 Overview of the Results

The Firstbeat Technologies Oy case study project was conducted in four phases. The first part was the review of literature, followed by the RVS survey and then the email-based interview with a member of the Firstbeat management group. The fourth phase involved triangulating the results of the first three phases supported by a review and analysis of the marketing material of the company. During this process the original hypothesis and the research questions were addressed and now conclusions are drawn and some recommendations are presented from the basis of them.

The Rokeach Value Survey explored the self-reported individual and social values of the respondents. The online link to the survey was sent to all of the company employees. Ten out of the total of thirty employees completed the survey. The number of answers being one third of the total group, the sample was considered to be representative. What is more, the responses were gained from all levels of the company, from an assistant to the management group, containing equally representatives of both genders.

The most important among the instrumental values were Honest, Broadminded, Loving, Ambition and Cheerful. From the terminal values Family, Happiness, Self- Respect, Inner Harmony and Freedom stood out as the most appreciated. As a result, the top values of the Firstbeat employees seemed to represent a rather modern, soft worldview with a desire for success in the hard business life. In other words, the individual values set of Firstbeat employees revealed a combination of soft and hard values, emphasizing the soft ones.

When comparing the results with the research of Lewis (2004), there are some signs of culturally Finnish aspects; for example, Honesty and high

appreciation of Family are clear features of the country's culture. Similarly, the results of the survey seem to some extent be in line with at least one of Hofstede's empirically derived dimensions of national and regional culture. Hofstede's cultural typology is based on a comparative ranking of different countries and regions along five dimensions, which are Power Distance, Individualism vs. Collectivism, Masculinity vs. Femininity, Uncertainty Avoidance and Time Orientation (National Cultural Dimensions, n.d.). Comparing Finland with other countries, Hofstede claims that Finland, along with the other Scandinavian nations, has rather a feminine than a masculine culture in which gender roles overlap. This means that in Finland, as perhaps suggested by one person's own experience as a foreigner in Finland, "It was easy to tell the differences between a man and a woman, but it was not easy to tell the difference between men and women" (Crawford 2013). Hofstede describes femininity as when "both men and women are supposed to be modest, tender and concerned with the quality of life" (2001, 297). Many of the values of the Firstbeat employees seem to be strongly feminine, which might support the idea that the company features certain embedded Finnish values.

On the other hand, evidence can be found from the results of the RVS that seem to contradict some of Hofstede's predictions. Most of the other values, besides Honesty, mentioned by Chaker (2011) and Lewis (2004) do not appear in the results. What is more, when comparing the RVS results with Hofstede's other dimensions of national culture, the RVS results do not seem to represent the Finnish culture. Equality is not among the most reported values, which is contrary to the low Power Distance score of Hofstede. The very high ranking of the value Broadminded refers to the possibility that the Firstbeat employees do not avoid uncertainty to the same extent as Finnish people usually do, according to Hofstede. The results also seem contradictory to Hofstede's dimension, Time Orientation: Firstbeat as a company is long-term oriented, looking for the future - the traditions are not something they lean on in their activities. Finland as a country places in the short-term orientation section of Hofstede's index.

To conclude, it appears that the individual and social values of the Firstbeat employees do not show strong evidence for the traditional cultural Finnish values. Some features that were described in the literature review to be of a

Finnish origin are visible in the results but not to a great extent. These Finnish characteristics could be seen as remnants of national traditional culture in the company.

When looking at the interview results, they seem to reinforce the above made statement that the Firstbeat values are not always “Finnish” in their nature according to some theorists’ expectations. The current company values, reported by a member of the Firstbeat management group, are customer-orientation, competitiveness, user friendliness and solving (kuluttajälähtöisyys, kilpailukyky, helppokäyttöisyys, ratkaiseminen). According to this participant, these values derive from learning, development of the market, customer interface and internationalization. The values of the company have changed during its existence, developing from purely scientific to being more responsive to the environment in which the company operates and taking the customers’ influence into account. The respondent states that the following values can be seen in the products and services of the company: accuracy, scientific base, biological, understandability and objectivity (tarkkuus, tieteellinen pohja, biologisuus, ymmärrettävyys, objektiivisuus).

A value that is recognizable in the answers of the management group member of Firstbeat is Honesty. Honesty as a value was ranked in the top five in the RVS survey by the employees of the company and, as mentioned above, it is seen as a shared Finnish value. No significant similarities could be found between the RVS results and the interview answers.

It is noticeable when analyzing the interview results that the participant is not likely familiar with the concept of values from the academic and theoretical perspectives employed in this study. The results thus do not represent values in an empirical sense; instead the matters mentioned in the interview response are rather features than values. However, the features could be found in the marketing material and in the product descriptions found in the triangulation analysis.

Moreover, the interview results come from one person only, although five other employees were invited to provide their answers. However, the one interview that was obtained during the collection time was considered to be

very meaningful due to the fact that the respondent is a member of the management group of Firstbeat and one of the founders of the company.

The marketing materials analysis showed the contradictory nature of the RVS results and the interview analysis: the embedded values of Firstbeat seem not to strongly reflect Finnish values. The RVS values Happiness, Inner Harmony, Freedom and Cheerful were the most evident from the marketing material. In addition, signs of Ambition and Self-Respect could be recognized from the material.

A value of particular Finnish essence, Honesty, was appreciated by the employees of Firstbeat. However, the value of Honesty did not show in the marketing material very strongly. Moreover, some other Finnish values could be found from the material, such as perseverance and self-reliance.

6.2 Limitations of the Study

A matter of concern with the research is that it concerns a topic that is rather subjective. Thus, the results need to be viewed accordingly, and more research is needed for results that would be more generalizable for the company.

Another matter that needs to be taken into account is the language of the RVS survey value choices and participant instructions. The original language of the survey is other than Finnish and the terms used in it were translated from English into Finnish. There is a possibility that the original meanings of the terms were not transmitted in an exactly similar form. Language also plays a strong role in the marketing material analysis because the material was explored both in the English and Finnish forms. No significant differences were discerned what comes to language, but it is noticeable that cultural aspects can be found embedded in the language of the materials reviewed.

A possible deficiency in the research is the size of the sample. In both the RVS and the interview section only a portion of the potential responses were received. The RVS results contained approximately one third of the existing employee base and the interview invitation resulted in one response, while the

target audience consisted of six people. Thus, a cautious approach must be applied with the results.

6.3 Answering the Research Questions

“Firstbeat’s company-wide values originate from certain key personnel’s individual values, much of which is informed by the social enculturation of the founders. There may be evidence in the resulting operations of the company for national (Finnish) values. Some of these values may offer the potential for enhancing competitiveness in international contexts”.

The hypothetical bases for the inquiry produced four research questions. The main research question was, “What are the embedded and shared values of Firstbeat?” Sub-questions were as following: “What is the origin of the values?” “In what ways are the values evident and to what degree can they be linked to values studies of Finns?” and “How do the key personnel drive these values and also the performance of the company in international contexts?”

Revisiting the hypothesis with the results, it must be said that the hypothesis is not completely confirmed to be correct. To some extent, Firstbeat Technologies Oy does seem to have Finnish values embedded in its operations. However, the values of the company seem also to be rather modern. The values are a combination of so-called soft and hard values but the emphasis is on the soft ones. From the basis of the research results, it seems that the values are shared among the company’s employees to a great extent. The material that is produced for the customers reflects the values strongly; thus it can be expected that the values are transferred across the operations, products and services of the company. The embedded values of Firstbeat have been created as a result of working together as a team, and these values are there to help to accomplish the mission of the company and to provide high quality customer service.

When combining the results of the Rokeach Value Survey and the interview, and then triangulating them with the marketing material, certain matters came up repeatedly. The following values, for example, might be illuminated in the results: Broadminded, team spirit, passion, balance and fitness (in the several meanings of the last word).

When looking at the ages of the respondents it seems that the sample is of a rather young cohort group. That may help to explain the results and the apparent general lack of traditional Finnish values. The younger generation in Finland today do not seem to hold on to the traditional values as much as the older generations. What is more is that the current media enables a fast flow of information around the world. As a result, trends can be followed easily via social media, for example. One of the mainstream trends among young people especially is the trend toward holistic well-being (see: Well-being as a Phenomenon in Finland), and it is a very popular topic in the Finnish social media. It is possible that as professionals in the fields of sports and well-being the Firstbeat employees have followed the development of trends and adjusted the company operations accordingly, which shows in the values as well.

6.4 Globalization of Companies

Several sources claim that globalization is not a new, twentieth century phenomenon. For example, Myatt (n.d.) and Myers (2010) mention that globalization has been going on since the beginning of the invention of trade. However, according to both Myatt (n.d.) and Myers (2010), the current use of the term globalization refers to the phenomenon that has developed with the help of modern technologies: telecommunication, fast transportation and the Internet. In addition, developing nations and the creation of the free trade agreements are significant components of globalization, according to Myatt (n.d.).

Gopinathan (2011) describes globalization as lessening the significance of national barriers. With that happening, services, technology, finance, information, culture and workers are able to move more easily from one country to another. Globalization began as businesses sought new ways to earn more profits and reduce costs, and nowadays strongly impacts on people, the environment and nations. The world has shrunk to become a “global village” instead of a collection of distant nations. (Gopinathan 2011.)

Globalization affects culture. It is possible to distinguish three paradigms from the basis of the changes that globalization may have on cultures. The

paradigms are: homogenization, polarization and hybridization. The writer of the blog “A Different Portrait” explains the three paradigms, referring to research conducted on the topic. Following the thoughts of Nederveen Pieterse, the writer explains that homogenization arises from the global economy, meaning that the societies become more similar because of the impact of multinational companies. In turn, polarization means that the world becomes divided into parts, the different parts representing different cultural entities. The writer refers to, for example, Samuel Huntington’s writings; according to Huntington, the world divides into “West and the Rest”. Quoting Robert Holton, the blog writer describes this hybridization as combining several cultural elements. During this process the strict cultural boundaries stop existing (Chris 2006.)

Andrea Herrmann (2012) presents a theory on corporate cultures which is in line with the above mentioned cultural paradigms. Three types of corporate cultures in international context can be distinguished. The types are: monoculture, multi culture and mixed culture and they can exist in multinational companies. Monoculture refers to the type where the subsidiaries must adjust to headquarters’ culture. Multicultural type of organization maintains several local cultures in different subsidiaries, whereas mixed culture combines the most beneficial attributes of each local culture. (Herrmann 2012.)

Looking at the research results of Firstbeat in the light of the cultural globalization theories, it seems that the company has adopted a hybrid or a mixed culture. Even when all of the respondents of RVS and the interview are Finnish, they seem not to represent a purely Finnish culture or performing only according to the typical Finnish way of doing business. Instead, the corporate culture of Firstbeat represents a global, multicultural way of doing business.

6.5 Recommendations

Firstbeat could emphasize certain of the positive Finnish values in its management and marketing in the future. The Finnish Honesty and trustworthiness are values that could be used in the future as a tool for positively differentiating the company in the marketplace. In addition, the

values that are already recognizable in the marketing, such as perseverance, could be sharpened even more for increased competitiveness. What is more, the company could bring out more the soft, human values that seem to be highly appreciated by the managers and employees in the company.

The company, with its mission, ideas, products and services, fits well to the current holistic well-being trend. The trend is also not only a Finnish phenomenon; it prevails in most of the developed nations and increasingly in the developing world. The values emphasized by the company's managers and employees are in line with the ideals of the holistic well-being trend as well, and thus it would be beneficial for the company to bring out and leverage these embedded values that lie underneath the surface of the company. By doing that, it may be possible to gain even more international market visibility and increase the customer base.

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APPENDICES

Appendix 1. Rokeach Value Survey

Original Version

INSTRUMENTAL VALUES

Assign a number, 1 – 18, with 1 being your highest personal priority, *in order of importance to YOU, as guiding principles in YOUR life.*

- _____ Ambition
- _____ Broadminded
- _____ Capable
- _____ Cheerful
- _____ Clean
- _____ Courageous
- _____ Forgiving
- _____ Helpful
- _____ Honest
- _____ Imaginative
- _____ Independent
- _____ Intellectual
- _____ Logical
- _____ Loving
- _____ Obedient
- _____ Polite
- _____ Responsible
- _____ Self-Controlled

TERMINAL VALUES

Assign a number, 1 – 19, with 1 being your highest personal priority, *in order of importance to YOU, as guiding principles in YOUR life.*

- _____ A Comfortable Life
- _____ An Exciting Life
- _____ A Sense of Accomplishment
- _____ A World At Peace
- _____ A World of Beauty
- _____ Equality
- _____ Family
- _____ Security
- _____ Freedom
- _____ Happiness
- _____ Inner Harmony
- _____ Mature Love

- _____ National Security
- _____ Pleasure
- _____ Salvation
- _____ Self-Respect
- _____ Social Recognition
- _____ True Friendship
- _____ Wisdom

Checking Version

INSTRUMENTAL VALUES

In your opinion, what characteristics are the most important in your own life? What principles/factors guide your life? Please prioritize the following adjectives (1 to 18) with 1 denoting the characteristic the most important for you.

Which attributes are the most important for You in Your own life? What principles guide Your life? Put the following adjectives into order from 1 to 18 so that number 1 is the most important one for you.

- _____ Ambitious
- _____ Broadminded
- _____ Able
- _____ Hilarious/Happy
- _____ Pure/Clean
- _____ Brave
- _____ Forgiving
- _____ Helpful
- _____ Honest
- _____ Fanciful/imaginative
- _____ Independent
- _____ Intellectual
- _____ Logical
- _____ Loving
- _____ Obedient/Dutiful
- _____ Polite
- _____ Responsible
- _____ Self-disciplined

ABSOLUTE VALUES

In your opinion, what characteristics are the most important in your own life? What principles/factors guide your life? Please prioritize the following adjectives (1 to 19) with 1 denoting the characteristic the most important for you.

Which attributes are the most important for You in Your own life? What principles guide Your life? Put the following factors into order from 1 to 18 so that number 1 is the most important one for you.

- _____ Easy life/Comfortable Life
- _____ Exciting life
- _____ Sense of having achieved something/Sense of achievement
- _____ Peaceful world/World of Peace
- _____ World of beauty

- _____ Equality
- _____ Family
- _____ Security/Safety
- _____ Freedom
- _____ Happiness
- _____ Inner harmony
- _____ Mature love
- _____ National security
- _____ Enjoyment
- _____ Deliverance/Salvation
- _____ Self-respect
- _____ Social recognition
- _____ True friendship
- _____ Wisdom

Final Version

VÄLINEARVOT

Mitkä ominaisuudet ovat mielestäsi tärkeimpiä omassa elämässäsi? Mitkä periaatteet/tekijät ohjaavat Sinun elämääsi? Järjestä seuraavat adjektiivit tärkeysjärjestykseen 1-18 siten, että 1 on Sinulle tärkein.

- _____ Kunnianhimoinen
- _____ Avarakatseinen
- _____ Kyvykäs
- _____ Hyväntuulinen
- _____ Puhdas
- _____ Urhea
- _____ Anteeksiantava
- _____ Avulias
- _____ Rehellinen
- _____ Mielikuvituksellinen
- _____ Itsenäinen
- _____ Intellektuelli
- _____ Looginen
- _____ Rakastava
- _____ Tottelevainen
- _____ Kohtelias
- _____ Vastuuntuntoinen
- _____ Itsekurillinen

ITSEISARVOT

Mitkä ominaisuudet ovat mielestäsi tärkeimpiä omassa elämässäsi? Mitkä periaatteet/tekijät ohjaavat Sinun elämääsi? Järjestä seuraavat tekijät tärkeysjärjestykseen 1-19 siten, että 1 on Sinulle tärkein.

- _____ Mukava elämä
- _____ Jännittävä elämä
- _____ Saavuttamisen tunne
- _____ Rauhaisa maailma
- _____ Kauneuden maailma
- _____ Tasa-arvo
- _____ Perhe
- _____ Turvallisuus
- _____ Vapaus
- _____ Onnellisuus
- _____ Sisäinen harmonia
- _____ Kypsä rakkaus
- _____ Kansallinen turva
- _____ Nautinto

- _____ Pelastus
- _____ Itsensä kunnioitus
- _____ Sosiaalinen tunnustus
- _____ Tosi ystävyys
- _____ Viisaus

Appendix 2. Pearson Correlation Coefficients

Correlation: Age and Values

	Age
Pearson Correlation Age	1,000
Ambition	-,066
Broadminded	,527
Capable	,234
Cheerful	,049
Clean	,568
Courageous	-,282
Forgiving	,012
Helpful	,565
Honest	,053
Imaginative	,321
Independent	-,537
Intellectual	-,432
Logical	-,045
Loving	,154
Obedient	-,110
Polite	-,016
Responsible	-,299
SelfControlled	-,517
ComfortableLife	-,114
ExcitingLife	-,465
SenseOfAccomplishment	-,125
WorldAtPeace	,371
WorldOfBeauty	,362
Equality	,518
Family	,030
Security	,268
Freedom	-,054
Happiness	-,366
InnerHarmony	,140
MatureLove	-,575
NationalSecurity	,003
Pleasure	,164
Salvation	,166
SelfRespect	,370
SocialRecognition	-,081
TrueFriendship	-,059
Wisdom	,047

Correlation: Gender and Values

		Gender
Pearson Correlation	Gender	1,000
	Ambition	,011
	Broadminded	-,623
	Capable	-,435
	Cheerful	-,013
	Clean	-,558
	Courageous	,117
	Forgiving	,294
	Helpful	-,362
	Honest	,244
	Imaginative	-,368
	Independent	,196
	Intellectual	,388
	Logical	,090
	Loving	-,215
	Obedient	,374
	Polite	,177
	Responsible	,373
	SelfControlled	,471
	ComfortableLife	,146
	ExcitingLife	,180
	SenseOfAccomplishment	,431
	WorldAtPeace	-,336
	WorldOfBeauty	-,392
	Equality	-,510
	Family	-,123
	Security	-,121
	Freedom	-,283
	Happiness	,208
	InnerHarmony	,019
	MatureLove	,716
	NationalSecurity	,149
	Pleasure	-,074
	Salvation	-,117
	SelfRespect	-,409
	SocialRecognition	,076
	TrueFriendship	-,107
	Wisdom	,105

Appendix 3. RVS Response Table

INSTRUMENTAL VALUES							
Respon- dent	Gender	Age	Ambition	Broad- minded	Capable	Cheerful	Clean
1	2	22	15	1	4	13	7
2	2	21	1	2	3	4	5
3	2	29	5	3	7	2	12
4	1	32	18	3	12	2	16
5	1	40	4	5	1	8	15
6	2	24	18	2	8	7	12
7	1	33	3	6	8	7	17
8	1	37	18	10	11	12	8
9	1	33	5	18	12	4	11
Respon- dent	Gender	Age	Coura- geous	Forgiving	Helpful	Honest	Imaginative
1	2	22	17	12	6	3	11
2	2	21	6	7	8	9	10
3	2	29	8	9	10	11	6
4	1	32	8	1	2	7	6
5	1	40	7	16	12	11	10
6	2	24	13	14	6	3	5
7	1	33	18	10	9	1	11
8	1	37	7	9	16	3	15
9	1	33	10	3	13	1	9
Respon- dent	Gender	Age	Inde- pendent	Intellectual	Logical	Loving	Obedient
1	2	22	17	9	8	5	18
2	2	21	11	12	13	14	15
3	2	29	4	13	18	1	15
4	1	32	17	5	4	13	9
5	1	40	2	6	3	17	18
6	2	24	11	15	4	1	17
7	1	33	4	12	13	5	16
8	1	37	6	5	14	2	17
9	1	33	14	17	15	2	8
Respon- dent	Gender	Age	Polite	Responsible	Self- Controlled		
1	2	22	10	2	14		
2	2	21	16	17	18		
3	2	29	14	16	17		
4	1	32	10	15	14		
5	1	40	13	9	14		
6	2	24	9	10	16		
7	1	33	14	2	15		
8	1	37	13	1	4		
9	1	33	6	7	16		

TERMINAL VALUES							
Respon- dent	Gender	Age	A Comfortable Life	An Exciting Life	A Sense of Accomplish- ment	A World at Peace	A World of Beauty
1	2	22	3	15	6	11	16
2	2	21	7	17	6	11	10
3	2	29	7	5	18	11	14
4	1	32	5	4	7	11	17
5	1	40	1	2	6	17	16
6	2	24	17	16	11	14	19
7	1	33	7	18	6	12	19
8	1	37	16	12	7	10	17
9	1	33	6	19	9	18	15
Respon- dent	Gender	Age	Equality	Family	Security	Freedom	Happiness
1	2	22	14	1	2	4	7
2	2	21	4	5	9	13	19
3	2	29	9	1	15	4	2
4	1	32	18	10	19	8	9
5	1	40	18	3	10	5	8
6	2	24	6	8	7	4	1
7	1	33	9	1	3	14	2
8	1	37	9	8	13	5	2
9	1	33	11	1	3	10	4
Respon- dent	Gender	Age	Inner Harmony	Mature Love	National Security	Pleasure	Salvation
1	2	22	5	10	17	9	19
2	2	21	3	18	12	2	14
3	2	29	17	10	16	13	12
4	1	32	16	2	12	1	15
5	1	40	7	12	15	4	19
6	2	24	3	13	15	12	18
7	1	33	5	4	13	15	17
8	1	37	4	3	14	15	19
9	1	33	2	7	18	14	12
Respon- dent	Gender	Age	Self- Respect	Social Recognition	True Friendship	Wisdom	
1	2	22	8	18	13	12	
2	2	21	1	16	15	8	
3	2	29	6	8	3	19	
4	1	32	13	3	6	14	
5	1	40	11	13	14	9	
6	2	24	2	9	5	10	
7	1	33	8	10	16	11	
8	1	37	1	18	6	11	
9	1	33	5	16	8	13	

Appendix 4. Interview Questions

Firstbeat Oy – Haastattelu yrityksen arvoista

JAMK Opinnäytetyö

Seuraava haastattelu koskee Firstbeatin arvoja. Kaikki kysymykset ovat avoimia, joten vastaa niihin muutamalla lauseella. Vastaaminen vie aikaa noin 10 minuuttia.

- 1) Vastaajan asema yrityksessä:
- 2) Mitä arvoja Firstbeatilla oli yrityksen alkuaikoina?
- 3) Onko yrityksen arvoissa mielestäsi tapahtunut muutosta alkuaajoista nykyhetkeen? Miten arvot ovat mahdollisesti muuttuneet?
- 4) Mistä uskot yrityksen arvojen olevan peräisin?
- 5) Mitä arvoja Firstbeatin tuotteista on mielestäsi löydettävissä? Listaa 3-5 arvoa.
- 6) Kuinka yrityksen arvot vaikuttavat Firstbeatin kansainväliseen kilpailukykyyn? Ole hyvä ja perustele vastauksesi.

Kiitos ajastasi!